



2018 Employee Survey Results Report State of Michigan

 **Guidehouse**
(formerly PwC Public Sector)



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Overview | *State of Michigan 2018 Employee Survey*

Survey objectives

The State of Michigan 2018 Employee Survey is an important part of the reinvention of state government. The survey helps ensure a customer-focused government and a work culture in which employees are highly engaged, respected, and valued; and have the opportunity to express and explore views on issues related to their jobs.

The survey was first administered in 2012 and again in 2013, 2015, 2017, and 2018. The 2012 survey provided a baseline; the 2013 survey allowed us to see what impact the action plans had on employees' views of leadership, communication and engagement; and the 2015 and 2017 survey provided evidence that together we are positively changing the culture in the State of Michigan. **It is now time to assess how well we have maintained that momentum and where we need to make further improvements.**

Specific objectives for the 2018 survey are:

- Measure employee perceptions of their job, leadership, communications, colleagues, inclusion, and their engagement across the State of Michigan (SoM)
- Identify and evaluate areas where there have been changes from 2017 to 2018 in key measures within the state as a whole, individual agencies, or various organizational or demographic groups
- For those agencies who have demonstrated the greatest improvement in their measures, review their change management activities for best practices that can be leveraged by others
- Determine areas where employees still indicate the greatest need for change, and use that information to accelerate corrective actions
- Validate for employees that their views are heard, acted upon, and that leadership is held accountable for addressing those issues that are important to employees
- Utilize industry benchmark data for comparison purposes and for establishing new goals
- Determine follow-up actions to increase engagement, further an environment of inclusion, and support the goals of Good Government

Overview | *Employee engagement*

What is employee engagement?

Employee engagement is the strong and positive connection between a person and his or her job. It inspires significant outcomes of real value. When our employees are truly engaged, the State of Michigan reaches its full potential.

Specifically, employee engagement encompasses:

- The extent to which employees have a desire to act and apply discretionary effort to drive business outcomes
- More than satisfaction, includes involvement or “buy-in”
- Employees that are more likely to want to stay with the organization and invest discretionary effort
- Better outcomes, such as higher levels of customer satisfaction

Engagement

Advocacy	Commitment	Discretionary effort	Pride	Achievement	Alignment
<ul style="list-style-type: none">• I would recommend the State of Michigan to friends and family as a great place to work.	<ul style="list-style-type: none">• I intend to stay with the State of Michigan for at least another 12 months.	<ul style="list-style-type: none">• My colleagues go beyond what is expected for the success of the State of Michigan.	<ul style="list-style-type: none">• I am proud to work for the State of Michigan.	<ul style="list-style-type: none">• My colleagues are passionate about providing exceptional customer service.	<ul style="list-style-type: none">• I understand how my job contributes to the mission of the State of Michigan.

Overview | *Methodology*

Survey methodology

- One questionnaire was deployed via the web to **44,878** State of Michigan (SoM) employees:
 - Survey Administration: from September 10, 2018 to October 3, 2018
- Survey items are on a 5-point scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)
 - Agree score is the percentage of responses that are a 4 or 5 (Agree or Strongly Agree)
 - The higher the reported Agree score, the more favorable the result
 - 57 core items were included along with one positive elements question, one barriers to productivity question, and 7 open-ended questions
- Minimum of 10 respondents required for each group to be reported separately
- All survey responses are anonymous
- Results in this report are shown for 2018 compared to 2017, where possible. In some cases, comparisons to prior years are shown
- In this report, benchmarks cover organizations that are customer focused and high performing, both of which are tenets of reinvention:
 - The Services Industry benchmark represents a variety of services organizations, such as professional and travel/hospitality
 - The Public Sector Industry Benchmark represents a variety of state, local and federal organizations
 - The High Performing benchmark represents leading organizations in their respective industries (Manufacturing, Services, Healthcare/Hospital, Retail, Telecommunications, and Utilities) that have shown sustained financial success/growth
- Survey questionnaire included standard demographic questions and questions measuring:
 - Employee Engagement
 - Diversity & Inclusion
 - Department Communications
 - Department Leadership
 - My Immediate Supervisor
 - My Workgroup/Colleagues
 - My Job

Overview | *Response rates*

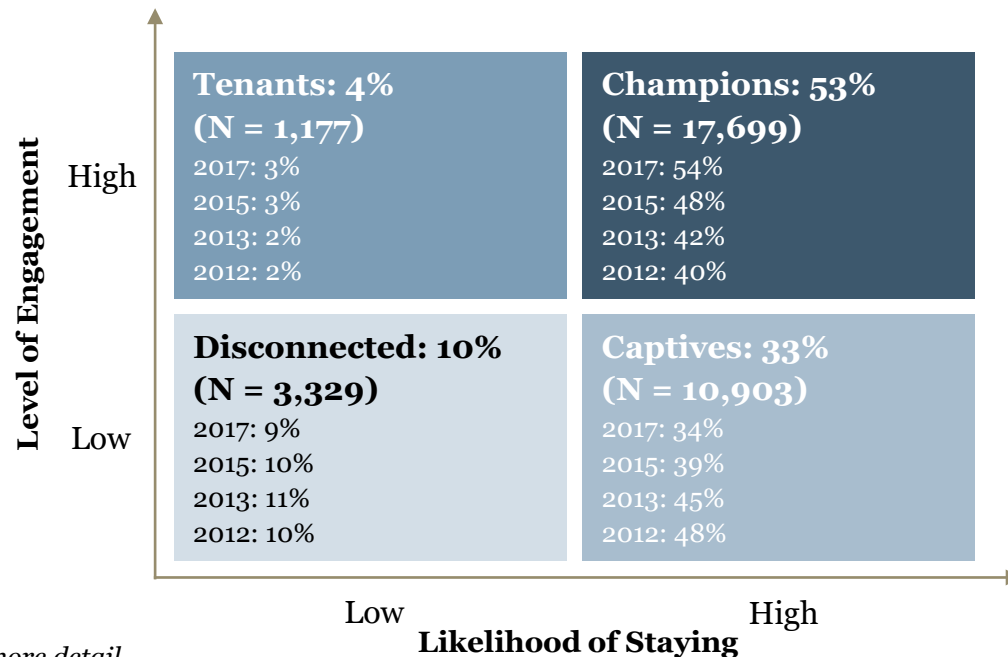
		Invited 2018	# of Surveys completed 2018	Response rate 2018	Response rate 2017	Response rate 2015	Response rate 2013	Response rate 2012
State of Michigan Overall	SoM	44878	33109	74%	76%	71%	68%	58%
Governor's Office	GOV	57	56	98%	100%	100%	99%	98%
Agriculture & Rural Development	MDARD	449	436	97%	98%	92%	88%	81%
State Police	MSP	2948	2751	93%	93%	95%	88%	68%
Gaming Control Board	MGCB	137	126	92%	94%	94%	74%	91%
Treasury	TREAS	1308	1194	91%	79%	74%	82%	78%
Civil Service Commission	CSC	437	385	88%	79%	78%	72%	68%
Insurance and Financial Services	DIFS	307	271	88%	88%	94%	78%	N/A
Lottery	LOTT	202	175	87%	75%	82%	84%	68%
Technology, Management, and Budget	DTMB	3003	2592	86%	91%	88%	72%	66%
Licensing & Regulatory Affairs	LARA	2050	1725	84%	85%	87%	72%	63%
Talent and Economic Development	TED	1336	1103	83%	78%	93%	N/A	N/A
Education	MDE	510	419	82%	81%	85%	86%	79%
Environmental Quality	DEQ	1134	927	82%	78%	83%	81%	81%
Michigan Talent Investment Agency	TIA	772	632	82%	71%	59%	N/A	N/A
Natural Resources	DNR	1715	1374	80%	86%	86%	84%	69%
Civil Rights	MDCR	92	72	78%	84%	90%	71%	62%
Transportation	MDOT	2646	1939	73%	80%	75%	67%	60%
Michigan Veterans Affairs Agency	MVAA	431	309	72%	73%	57%	61%	N/A
Military & Veterans Affairs	DMVA	344	242	70%	67%	61%	69%	30%
Health and Human Services	DHHS	14029	9732	69%	67%	56%	60%	51%
Corrections	MDOC	11743	7281	62%	72%	71%	56%	48%

*Note: Table is sorted by 2018 response rate
Demographics including Agency and organizational levels were self-selected by survey participants*

Summary | *Highlights*

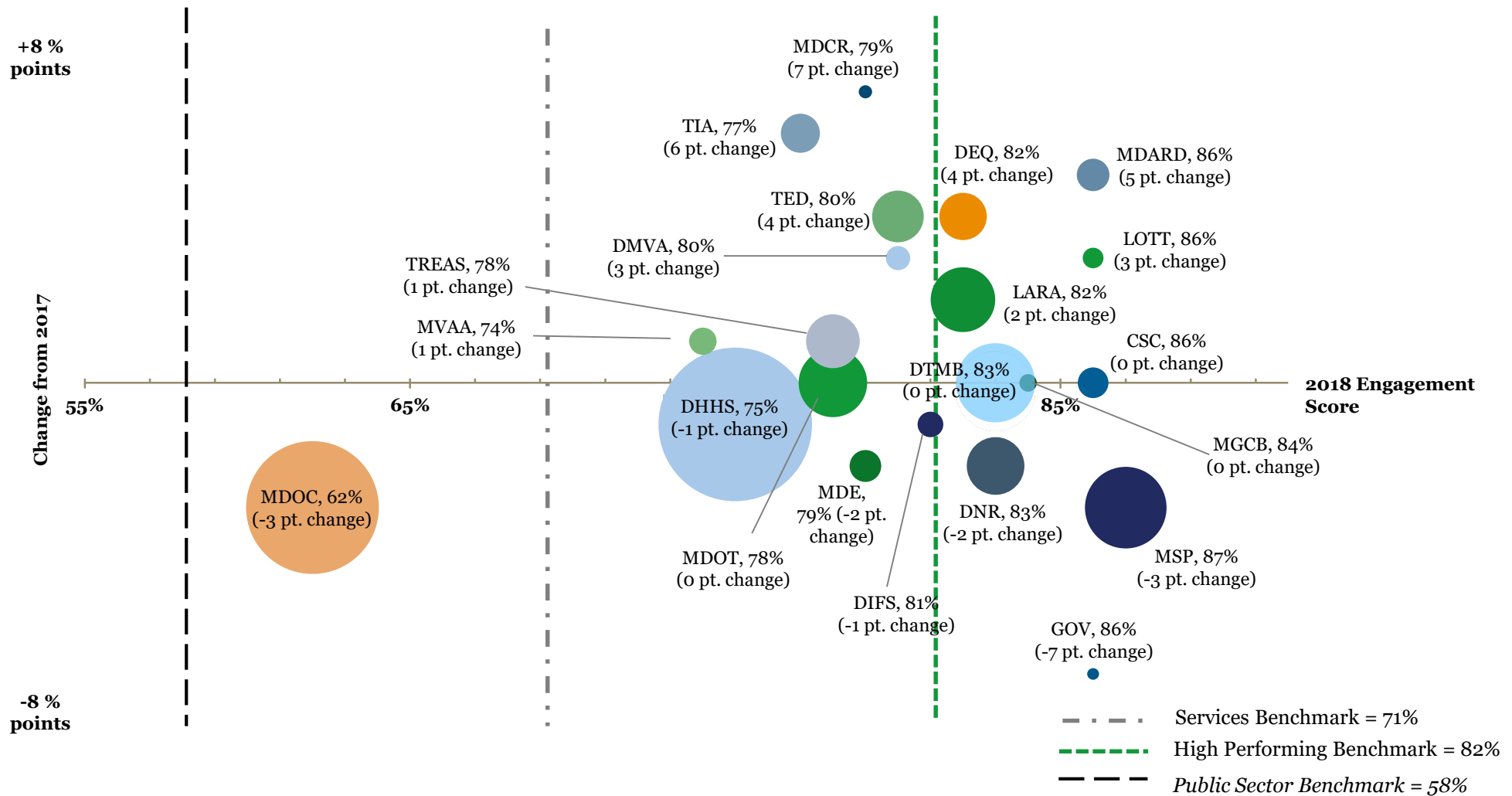
- The slight decline in employee engagement as well as the Champions percentage in 2018 is mostly driven by a decrease in intent to stay (-2 pts.). Motivation, discretionary effort, and willingness to recommend remain at the same high levels as 2017.
- Removing special appointees and executives who may be most impacted by the 2019 leadership change, **engagement levels for individual contributors and managers have remained the same in 2018 at 76%**

Measure	State of Michigan 2018	State of Michigan 2017	State of Michigan 2015	State of Michigan 2013	State of Michigan 2012	Services benchmark	High performing benchmark	Public Sector benchmark
Engagement score % Agree	75%	76%	72%	70%	69%	71%	82%	58%
Engagement index	4.00	4.01	3.91	3.83	3.79	3.85	4.10	3.56
Champions	53%	54%	48%	42%	40%	51%	65%	31%
Agree score	64%	65%	61%	60%	58%	67%	78%	52%



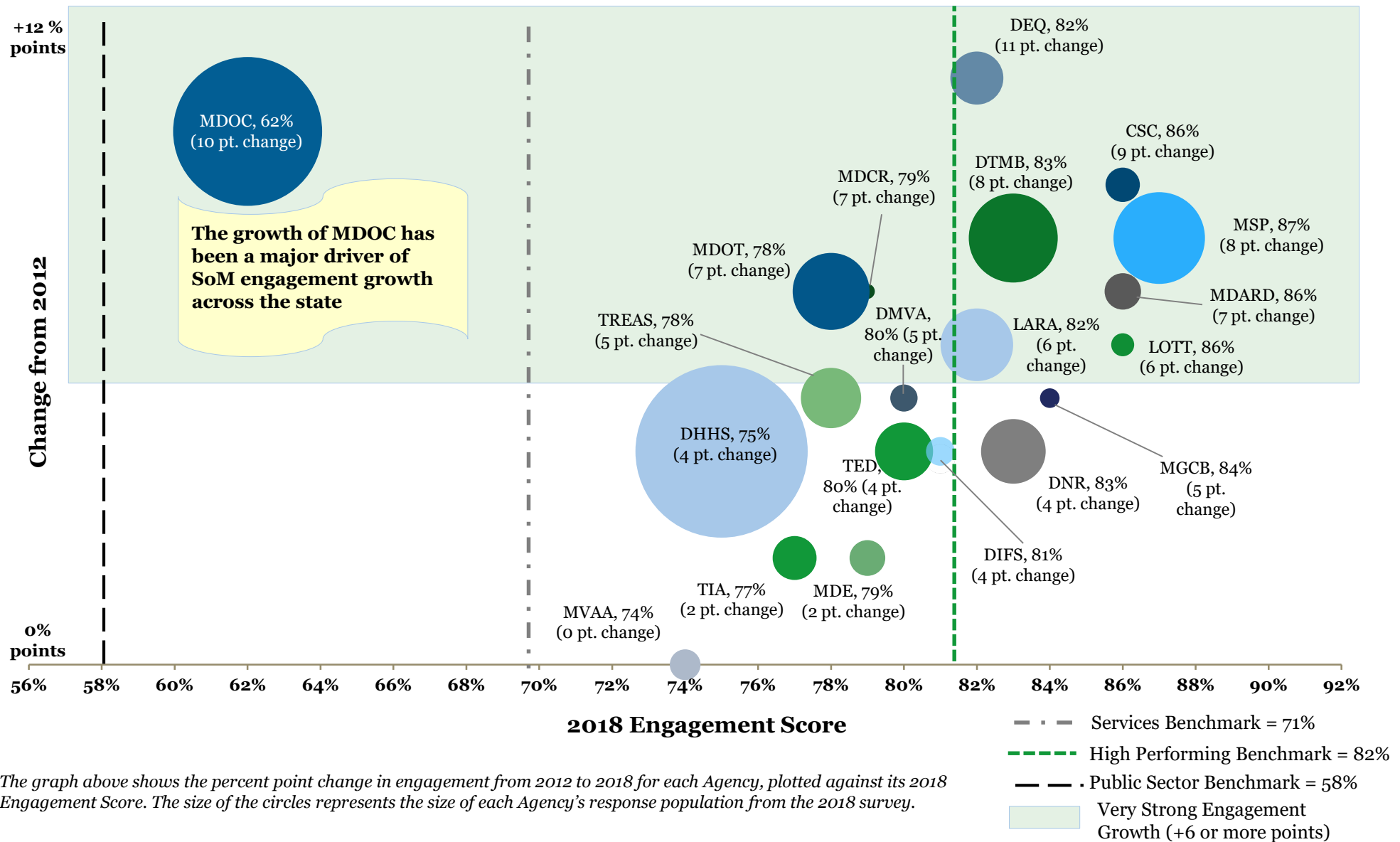
Note: Reference page 15 for more detail

Summary | *Change in Engagement from 2017 to 2018*



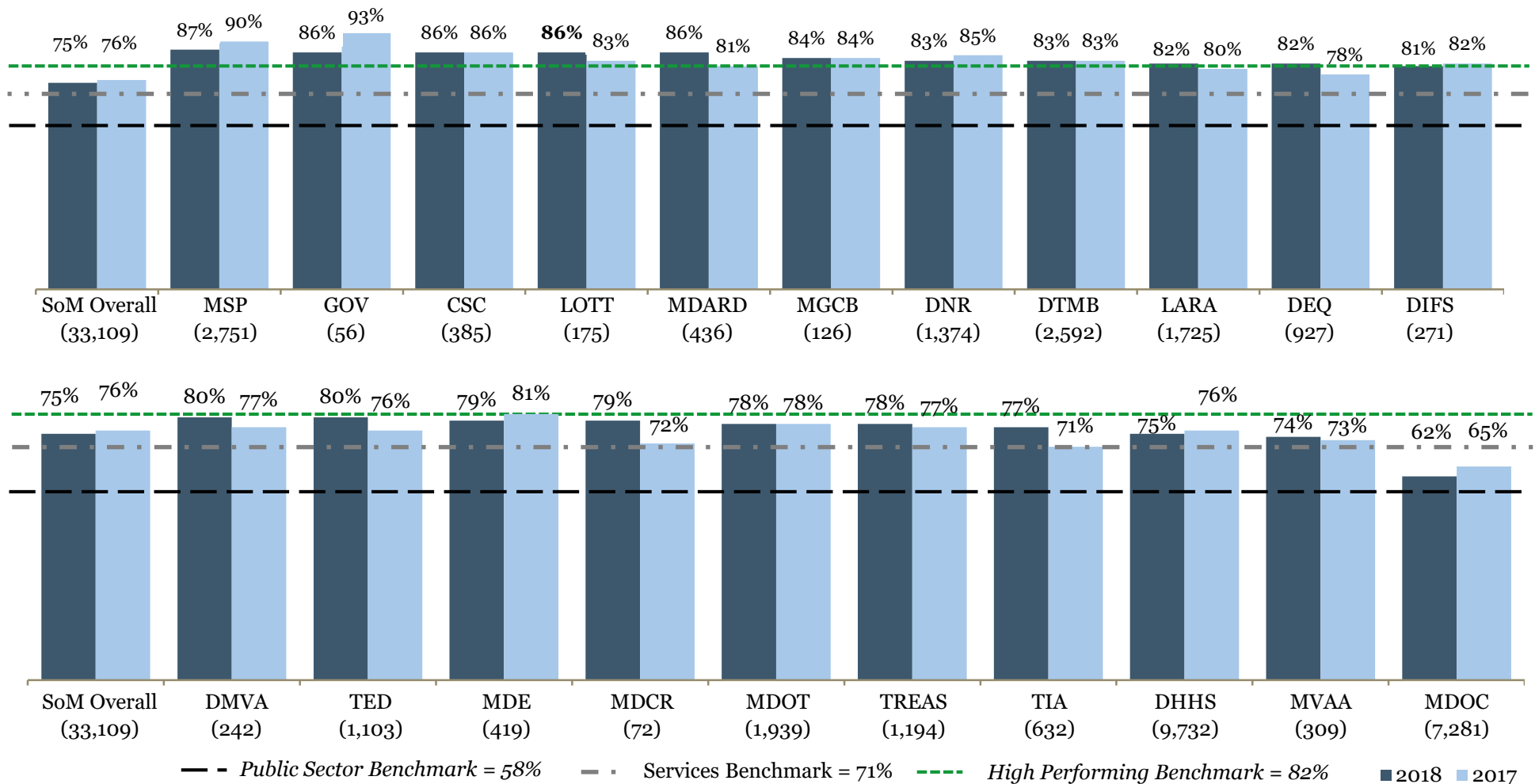
The graph above shows the percent point change in engagement from 2017 to 2018 for each Agency, plotted against its 2018 Engagement Score. The size of the circles represents the size of each Agency's response population from the 2018 survey.

Summary | *Change in Engagement from 2012 to 2018*



The graph above shows the percent point change in engagement from 2012 to 2018 for each Agency, plotted against its 2018 Engagement Score. The size of the circles represents the size of each Agency's response population from the 2018 survey.

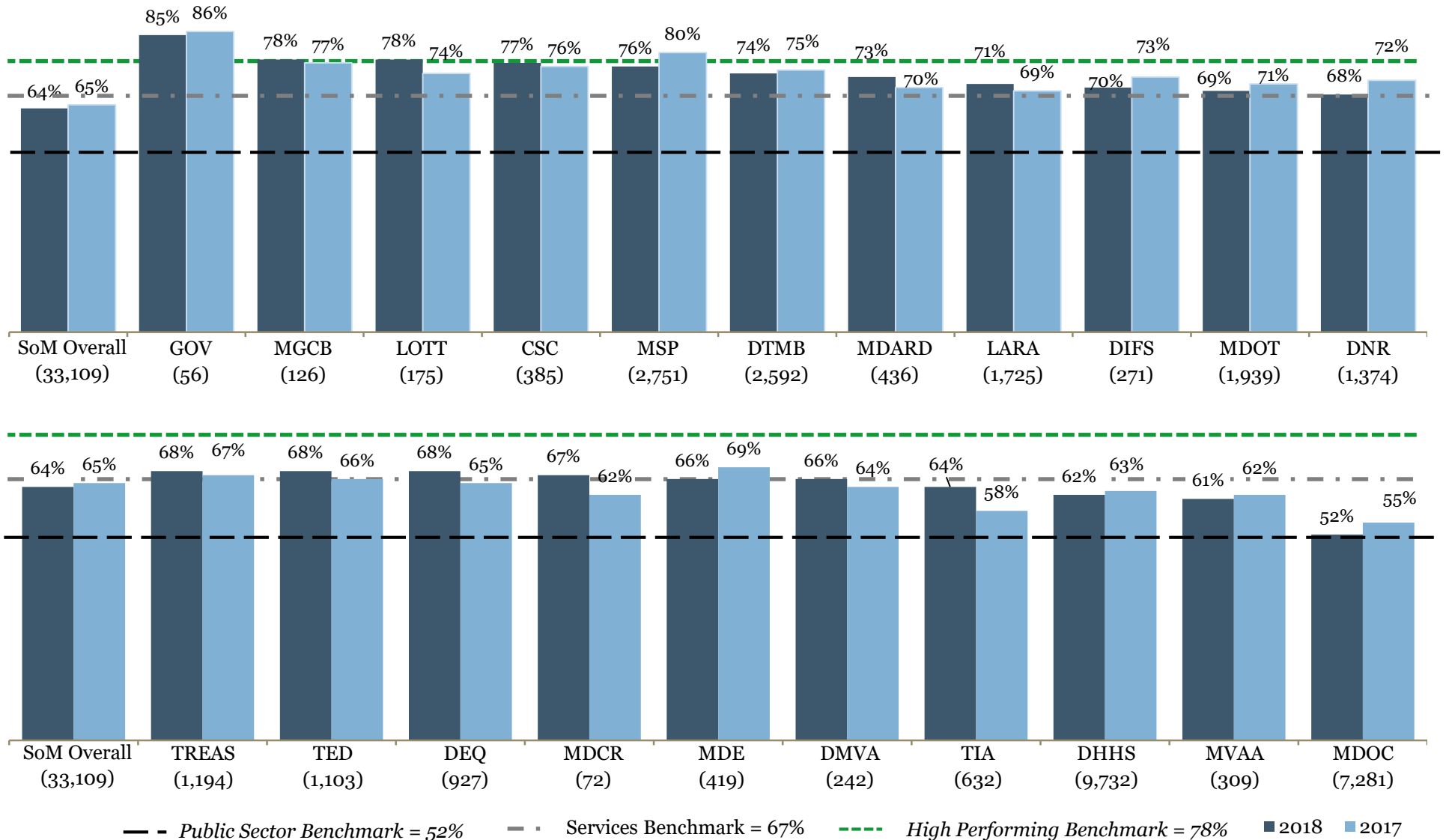
Results | *Engagement scores – Agencies*



SoM Engagement is the composite average for:

- I would recommend the State of Michigan to friends and family as a great place to work.
- I intend to stay with the State of Michigan for at least another 12 months.
- My colleagues go beyond what is expected for the success of the State of Michigan.
- I am proud to work for the State of Michigan.
- My colleagues are passionate about providing exceptional customer service.
- I understand how my job contributes to the mission of the State of Michigan.

Results | *Agree scores – Agencies*



The agree score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree)

Results | *Greatest change from 2017*

	2018	2017	Percentage point difference	2018/2017 Engagement driver matrix description ¹
Agree Score				
Greatest increase				
The State of Michigan's benefit plans (i.e., health insurance, vacation, etc.) meet my needs.	73%	71%	+2	Pass / N/A
I would recommend the State of Michigan to friends and family as a great place to work.	69%	68%	+1	Engagement
Department leadership is interested in the well-being of employees.	49%	48%	+1	Priority / Priority
I feel my supervisor takes an active interest in my career development.	59%	58%	+1	Monitor / N/A
Greatest decrease				
I have a clear idea of my job responsibilities.	86%	89%	-3	Pass / N/A
I am encouraged to come up with new and better ways of doing things.	62%	65%	-3	Enhance / Enhance
My job makes good use of my skills and abilities.	68%	71%	-3	Enhance / Enhance
I am generally able to balance my job and personal/family life.	77%	80%	-3	Pass / N/A

¹See Driver Matrix pages. Items with “N/A” are engagement items and were not included in the Driver Matrix

Note: The agree score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree)

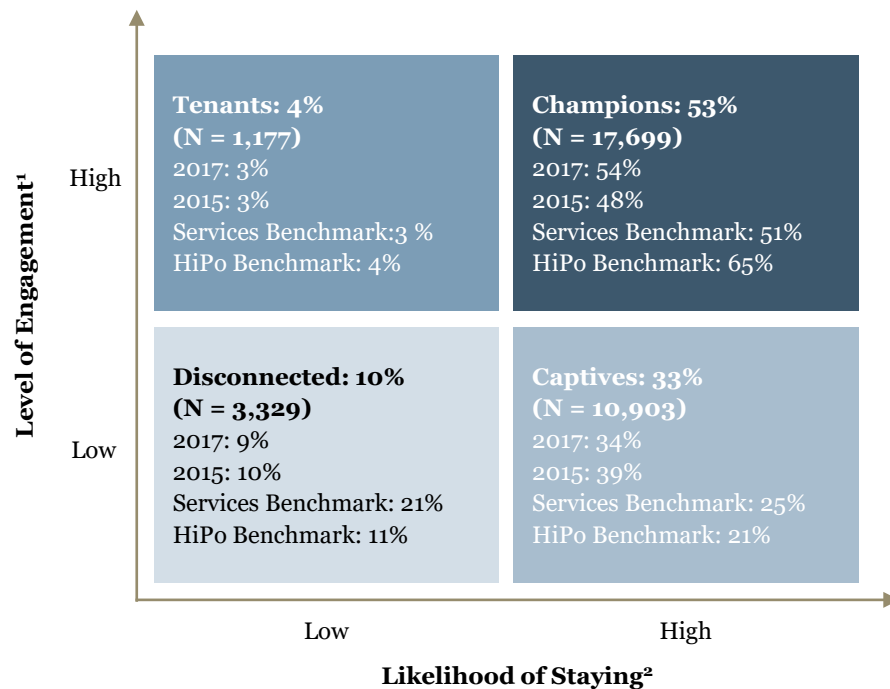
Results | *Greatest change from 2012*

	2018	2012	Percentage point difference
Agree Score			
Greatest increase			
I would recommend the State of Michigan to friends and family as a great place to work.	69%	53%	+16
My department leadership communicates openly and honestly with employees.	50%	37%	+13
Department leadership is interested in the well-being of employees.	49%	36%	+13
Sufficient effort is made to get the opinions of people who work here.	47%	34%	+13
Department leadership gives employees a clear picture of the direction my department is headed.	49%	37%	+12
I feel my supervisor takes an active interest in my career development.	59%	47%	+12
My department keeps employees informed about matters affecting us.	53%	42%	+11
I am confident department leadership is leading us in the right direction for success.	44%	33%	+11
Within my department, there is effective teamwork between my work group and other work groups.	68%	58%	+10
Greatest decrease			
I intend to stay with the State of Michigan for at least another 12 months.	86%	88%	-2
I am generally able to balance my job and personal/family life.	77%	79%	-2
Department leadership makes decisions in a timely fashion.	40%	44%	-4

Note: The agree score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree)

Employee landscape | *Overall*

Employee Landscape provides a way to categorize and assess various employee types. This technique segments respondents into four different characteristics based on their responses to the SoM engagement questions and their likelihood of leaving the organization.



Profile	Characteristics
Champions	<ul style="list-style-type: none"> • Higher level of engagement and high likelihood of staying • Strong identification with organization objectives • High level of loyalty to the organization • High level of willingness to cooperate and motivate colleagues
Tenants	<ul style="list-style-type: none"> • Higher level of engagement and low likelihood of staying • Very satisfied/"Free Agents"/Lower loyalty • Have a stabilizing effect on the organization • Straightforward, however, need to be directed
Disconnected	<ul style="list-style-type: none"> • Lower level of engagement and low likelihood of staying • Dissatisfied and disengaged • More frustrated than dedicated • Under-utilized resources of the organization • Ready to change jobs when opportunities become available
Captives	<ul style="list-style-type: none"> • Lower level of engagement and high likelihood of staying • Greatest opportunity to convert to Champions • Often complete their work but rarely go "above and beyond"

¹ Based on the average of Employee Engagement Index questions not including "I intend to stay with the State of Michigan for at least another 12 months" question (High ≥ 4.0 , Low < 4.0)

² Based on "I intend to stay with the State of Michigan for at least another 12 months."

Note: Percentages may not equal 100% due to rounding. Landscape was calculated only for employees who answered all six Engagement Index items.

Employee landscape | *Agencies*

		Champions		Tenants		Disconnected		Captives	
		2018	2017	2018	2017	2018	2017	2018	2017
SoM	State of Michigan Overall	53%	54%	4%	3%	10%	9%	33%	34%
<i>MSP</i>	State Police	74%	78%	4%	3%	5%	4%	18%	15%
<i>LOTT</i>	Lottery	74%	67%	5%	3%	3%	7%	19%	22%
<i>CSC</i>	Civil Service Commission	70%	69%	4%	3%	6%	3%	19%	25%
<i>MGCB</i>	Gaming Control Board	68%	70%	6%	7%	7%	7%	18%	17%
<i>MDARD</i>	Agriculture & Rural Development	67%	64%	5%	5%	6%	11%	22%	20%
<i>DTMB</i>	Technology, Management, and Budget	66%	64%	4%	5%	7%	8%	23%	23%
<i>DNR</i>	Natural Resources	63%	68%	4%	3%	7%	4%	26%	25%
<i>LARA</i>	Licensing & Regulatory Affairs	62%	61%	5%	4%	7%	7%	26%	28%
<i>DMVA</i>	Military & Veterans Affairs	62%	56%	3%	2%	7%	10%	28%	32%
<i>DIFS</i>	Insurance and Financial Services	61%	64%	6%	4%	9%	10%	24%	22%
<i>DEQ</i>	Environmental Quality	60%	53%	4%	5%	7%	9%	28%	34%
<i>MDE</i>	Education	58%	60%	7%	6%	11%	9%	23%	25%
<i>TED</i>	Talent and Economic Development	58%	54%	6%	5%	11%	11%	25%	30%
<i>MDOT</i>	Transportation	55%	55%	4%	5%	10%	9%	30%	31%
<i>TREAS</i>	Treasury	54%	54%	3%	3%	9%	9%	33%	35%
<i>TIA</i>	Talent Investment Agency	54%	47%	5%	4%	12%	13%	29%	36%
<i>DHHS</i>	Health and Human Services	51%	53%	3%	3%	10%	9%	35%	35%
<i>MDCR</i>	Civil Rights	50%	50%	10%	1%	11%	22%	29%	26%
<i>MVAA</i>	Michigan Veterans Affairs Agency	47%	52%	5%	5%	14%	15%	35%	28%
<i>MDOC</i>	Corrections	35%	38%	2%	2%	15%	11%	48%	49%
<i>GOV</i>	Governor's Office	34%	76%	57%	13%	7%	4%	2%	7%

— Above SoM Overall

Employee landscape | *Demographics*

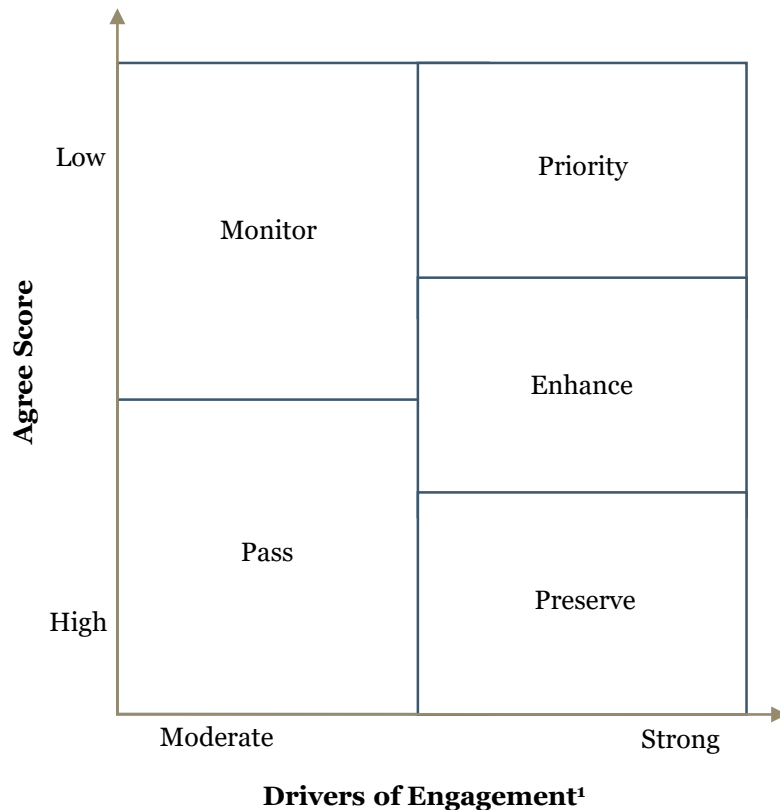
	Champions		Tenants		Disconnected		Captives	
	2018	2017	2018	2017	2018	2017	2018	2017
State of Michigan Overall	53%	54%	4%	3%	10%	9%	33%	34%
<i>Race</i>								
American Indian/Alaskan Native	46%	47%	3%	2%	8%	10%	43%	41%
Asian	71%	67%	3%	3%	9%	7%	17%	23%
Black	56%	55%	3%	3%	9%	10%	32%	33%
Hispanic/Latino	60%	59%	4%	2%	9%	9%	28%	31%
White	55%	55%	4%	3%	9%	8%	32%	34%
Other	39%	43%	3%	3%	20%	16%	38%	38%
Native Hawaiian or Other Pacific Islander	50%	38%	0%	0%	9%	3%	41%	59%
Two or more races	46%	47%	3%	4%	14%	14%	37%	35%
<i>Gender</i>								
Female	55%	55%	4%	3%	9%	8%	32%	34%
Male	53%	53%	3%	3%	11%	9%	32%	35%
<i>Age Range</i>								
Under 25	58%	58%	8%	7%	11%	10%	23%	25%
25-34	54%	55%	3%	3%	11%	10%	32%	31%
35-44	54%	55%	2%	2%	9%	8%	34%	35%
45-54	55%	54%	2%	2%	8%	7%	35%	37%
55 and Over	54%	52%	7%	6%	11%	10%	28%	31%
<i>Tenure</i>								
Less than 3 years	63%	63%	3%	4%	8%	8%	26%	25%
3 years to less than 10 years	52%	54%	3%	3%	11%	10%	34%	34%
10 years to less than 20 years	52%	52%	2%	2%	9%	8%	36%	38%
20 years to less than 30 years	52%	51%	4%	3%	10%	8%	35%	38%
30 years or more	52%	50%	12%	11%	13%	13%	23%	25%
<i>Employment Group</i>								
Group 1: Non-degreed, non-supervisory classifications	49%	50%	3%	2%	12%	9%	37%	39%
Group 2: Degreed, non-supervisory classifications	55%	54%	3%	3%	9%	9%	33%	33%
Group 3: Managers and supervisors	59%	59%	4%	3%	8%	7%	30%	31%
Group 4/SES: Executives and administrators	75%	78%	8%	7%	5%	3%	12%	12%
Unclassified/Special appointees	53%	61%	20%	7%	7%	10%	20%	22%
MEDC Corporate	74%	70%	9%	9%	9%	8%	7%	13%
Other	42%	45%	4%	3%	17%	15%	37%	37%

Drivers of engagement | *Summary*

Organizational strengths



Driver matrix | *Description*



What is the Driver Matrix?

- The Driver Matrix identifies items and themes that drive engagement, enabling more focused action planning.
- The Driver Matrix categorizes each item based on its correlation with the engagement index as well as its need for improvement, as measured by the Agree Score.

Priority

- High correlation to engagement index and low agree score. The greatest opportunities to increase engagement are identified in the Priority box.

Enhance

- High correlation to engagement index and medium agree score. Opportunity exists to move these items to the Preserve box by increasing their agree scores.

Preserve

- High correlation to engagement index and high agree score. Organizations should be conscious of maintaining its Preserve items.

Monitor

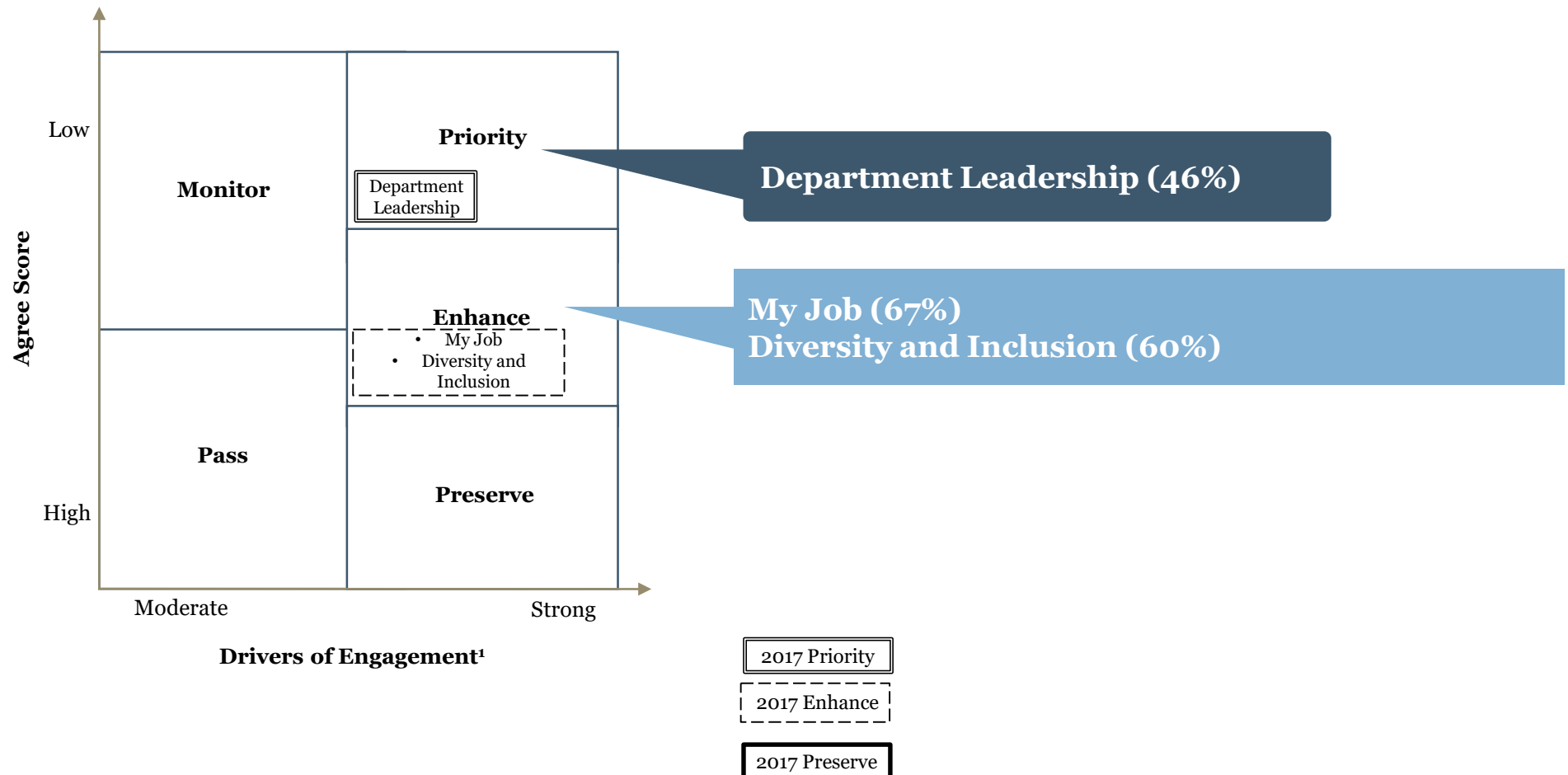
- Low agree score but low correlation to engagement index. Items in the Monitor section may not be high pay-off investments.

Pass

- High agree score and low correlation to engagement index. Maintain current levels of focus on these items.

¹ Based on correlation with Engagement Index

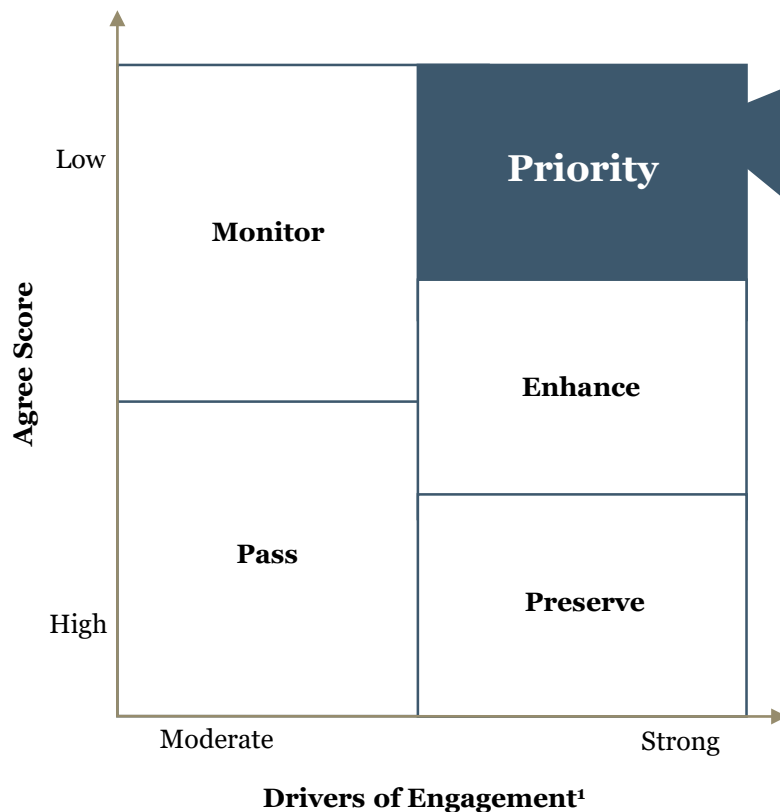
Driver matrix | *By survey theme*



¹ Based on correlation with Engagement Index

Note: Numbers in parentheses represent the agree score for each item

Driver matrix | *By item*



Diversity and Inclusion

- The State of Michigan has an inclusive work environment where individual differences are respected.* (55%)
- Sufficient effort is made to get the opinions of people who work here.* (47%)

Department Communications

- My department keeps employees informed about matters affecting us.* (53%)
- My department leadership communicates openly and honestly with employees.* (50%)
- Department leadership gives employees a clear picture of the direction my department is headed.* (49%)

Department Leadership

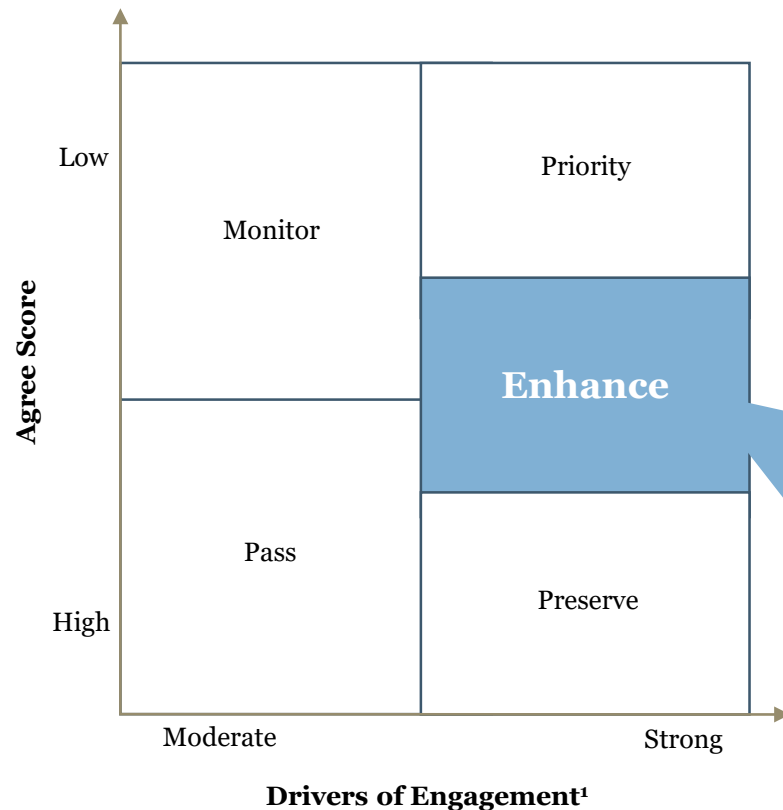
- Department leadership is creating a culture of continuous improvement.* (47%)
- I am confident department leadership is leading us in the right direction for success. * (44%)
- My department is serious about change and reinvention to achieve good government.* (52%)
- Department leadership is interested in the well-being of employees.* (49%)
- I have a clear understanding of my department's strategic objectives. * (55%)
- I have seen meaningful action taken in my department as a result of the last employee engagement survey.* (32%)
- I am aware of process improvement initiatives taking place in my department.(48%)
- Department leadership makes decisions in a timely fashion.(40%)

¹ Based on correlation with Engagement Index

Note: Numbers in parentheses represent the agree score for each item

*Indicates a 2017 Priority item

Driver matrix | *By item*



Diversity and Inclusion

- My work group has a climate in which diverse perspectives are encouraged and valued. * (57%)
- Employees at the State of Michigan are able to contribute to their fullest potential (without regard to such characteristics as age, race, ethnicity, disability, etc.). * (66%)

Department Communications

- I get the information I need to be productive in my job.* (60%)

My Workgroup / Colleagues

- My work group constantly looks for better ways to serve our customers. * (69%)

My Job

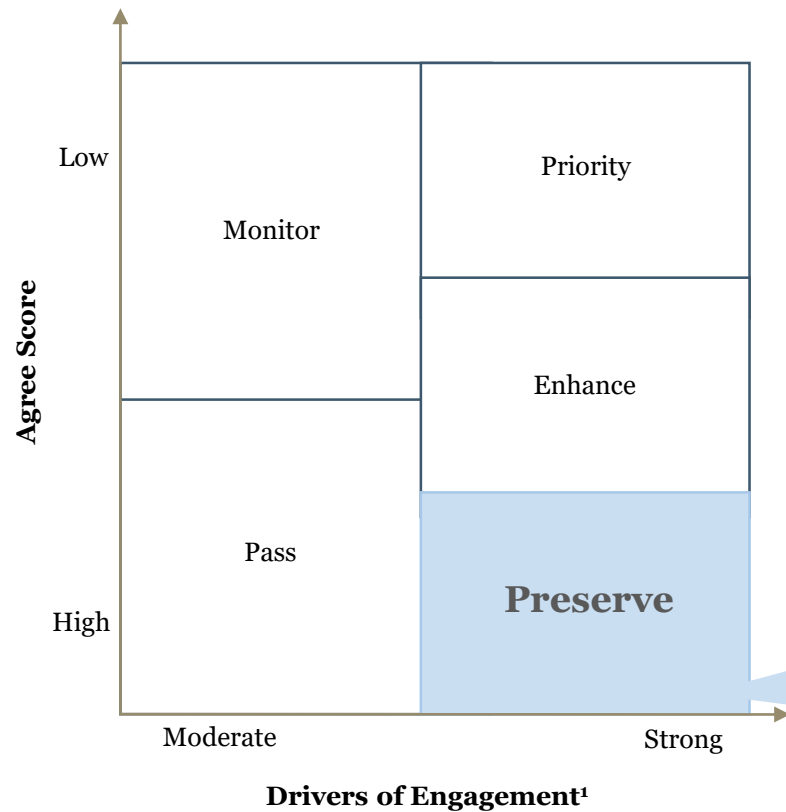
- My job gives me a feeling of personal accomplishment.* (66%)
- My career goals can be met at the State of Michigan.* (59%)
- I feel energized by the work I do.(59%)
- My job makes good use of my skills and abilities.* (68%)
- I am encouraged to come up with new and better ways of doing things.* (62%)
- I am empowered to make decisions that help me get my job done effectively.* (70%)

¹ Based on correlation with Engagement Index

Note: Numbers in parentheses represent the agree score for each item

*Indicates a 2017 Enhance item

Driver matrix | *By item*



My Workgroup / Colleagues

- My work group consistently delivers a high level of customer service. * (77%)

My Job

- I understand how the work I do makes a difference in the lives of the people of the State of Michigan.* (84%)
- I understand what is expected of me in order for my department to achieve its strategic objectives.* (75%)

¹ Based on correlation with Engagement Index

Note: Numbers in parentheses represent the agree score for each item

*Indicates a 2017 Preserve item

Positive work elements| *Top ten items*

Employees were asked to select up to five elements of their current work experience that staff enjoy/appreciate the most:

Top ten most selected issues	Percent of respondents mentioning
Making a difference for our customers	52%
My health care and retirement benefits (e.g., pension, 401K)	48%
My Team	46%
Making use of my skills in a meaningful way each day	41%
My salary/pay	39%
Work flexibility options	39%
My Manager	31%
Feeling included and involved (part of something)	25%
Autonomy and empowerment	21%
Feeling appreciated	21%

Note: New item for 2018

Positive Work Elements | *By agency*

Employees were asked to select up to five elements of their current work experience that staff enjoy/appreciate the most:

Items shown below are based on the top 10 most selected issues for State of Michigan Overall

	Percent of respondents mentioning											
	SoM Overall	MDARD	MDCR	CSC	MDOC	MDE	DEQ	MGCB	GOV	DHHS	DIFS	LARA
Making a difference for our customers	52%	59%	60%	53%	27%	56%	54%	30%	45%	65%	42%	58%
My health care and retirement benefits (e.g. pension, 401k)	48%	44%	54%	49%	47%	50%	41%	52%	30%	57%	55%	50%
My Team	46%	42%	35%	51%	42%	42%	50%	52%	71%	45%	52%	43%
Making use of my skills in a meaningful way each day	41%	44%	40%	42%	37%	47%	42%	35%	52%	38%	34%	43%
My salary/pay	39%	28%	26%	43%	51%	36%	23%	39%	18%	44%	37%	39%
Work flexibility options	39%	58%	50%	35%	22%	48%	64%	44%	23%	41%	48%	43%
My Manager	31%	31%	46%	41%	22%	32%	34%	43%	34%	36%	40%	40%
Feeling included and involved (part of something)	25%	25%	26%	25%	21%	24%	31%	33%	54%	19%	23%	25%
Autonomy and empowerment	21%	38%	36%	20%	14%	32%	34%	23%	46%	17%	26%	29%
Feeling appreciated	21%	24%	14%	34%	19%	24%	20%	21%	21%	20%	20%	26%

Note: New item for 2018

Positive Work Elements | *By agency*

Employees were asked to select up to five elements of their current work experience that staff enjoy/appreciate the most:

Items shown below are based on the top 10 most selected issues for State of Michigan Overall

	Percent of respondents mentioning										
	SoM Overall	LOTT	MVAA	DMVA	DNR	MSP	TED	DTMB	MDOT	TREAS	TIA
Making a difference for our customers	52%	58%	81%	54%	55%	55%	65%	55%	54%	47%	72%
My health care and retirement benefits (e.g. pension, 401k)	48%	47%	548%	48%	39%	32%	46%	45%	44%	51%	50%
My Team	46%	55%	45%	46%	44%	56%	49%	48%	41%	47%	46%
Making use of my skills in a meaningful way each day	41%	45%	49%	58%	52%	45%	43%	42%	42%	38%	44%
My salary/pay	39%	32%	45%	24%	27%	26%	35%	28%	25%	35%	39%
Work flexibility options	39%	30%	26%	40%	48%	35%	34%	45%	55%	51%	26%
My Manager	31%	46%	21%	26%	25%	25%	36%	36%	29%	35%	35%
Feeling included and involved (part of something)	25%	32%	27%	39%	33%	36%	26%	29%	30%	25%	24%
Autonomy and empowerment	21%	35%	16%	26%	27%	19%	28%	26%	22%	26%	21%
Feeling appreciated	21%	33%	26%	26%	20%	19%	20%	26%	23%	22%	21%

Note: New item for 2018

Barriers to productivity | *Top ten items*

Employees were asked to select up to five issues that commonly prevent them from being fully productive at work:

Top ten most selected issues	Percent of respondents mentioning
Not enough staff to help get work done	43%
Unnecessary paperwork	28%
Outdated technology or lack of technology	22%
Too many procedures and policies	21%
Too many emails	17%
There are no issues preventing me from being fully productive at work	15%
Teammates whose skill levels are not suited for the job	15%
Other	15%
Inadequate training	14%
Doing work beyond the scope of my job	13%

Barriers to productivity | *By agency*

Employees were asked to select up to five issues that commonly prevent them from being fully productive at work:

Items shown below are based on the top 10 most selected issues for State of Michigan Overall

	Percent of respondents mentioning												
	SoM Overall	MDARD	MDCR	CSC	MDOC	MDE	DEQ	MGCB	GOV	DHHS	DIFS	LARA	LOTT
Not enough staff to help get work done	43%	28%	35%	25%	52%	42%	53%	10%	27%	47%	24%	25%	15%
Unnecessary paperwork	28%	20%	18%	14%	36%	11%	22%	19%	0%	28%	17%	19%	14%
Outdated technology or lack of technology	22%	27%	31%	21%	19%	18%	26%	11%	16%	28%	18%	20%	18%
Too many procedures and policies	21%	16%	18%	7%	21%	11%	17%	12%	5%	25%	16%	13%	8%
Too many emails	17%	14%	7%	16%	14%	16%	18%	10%	16%	20%	8%	14%	15%
There are no issues preventing me from being fully productive at work	15%	16%	15%	31%	12%	15%	11%	38%	34%	11%	23%	23%	35%
Teammates whose skill levels are not suited for the job	15%	11%	11%	7%	20%	12%	9%	10%	9%	16%	11%	11%	7%
Other	15%	19%	13%	13%	14%	17%	20%	10%	4%	17%	18%	15%	10%
Inadequate training	14%	12%	11%	10%	14%	14%	10%	3%	5%	19%	14%	17%	5%
Doing work beyond the scope of my job	13%	14%	18%	8%	13%	12%	13%	8%	9%	14%	7%	10%	9%

Barriers to productivity | *By agency*

Employees were asked to select up to five issues that commonly prevent them from being fully productive at work:

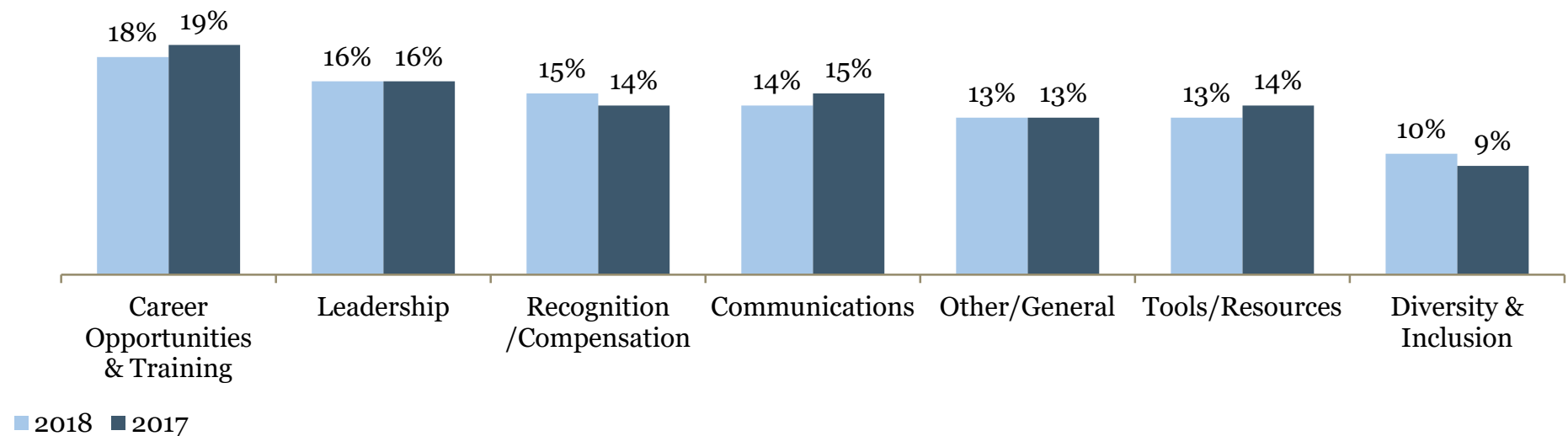
Items shown below are based on the top 10 most selected issues for State of Michigan Overall

	Percent of respondents mentioning									
	SoM Overall	MVAA	DMVA	DNR	MSP	TED	DTMB	MDOT	TREAS	TIA
Not enough staff to help get work done	43%	46%	35%	49%	47%	37%	30%	36%	21%	46%
Unnecessary paperwork	28%	28%	13%	30%	42%	14%	20%	24%	19%	15%
Outdated technology or lack of technology	22%	26%	29%	20%	27%	20%	12%	15%	25%	21%
Too many procedures and policies	21%	15%	14%	23%	28%	14%	23%	23%	20%	17%
Too many emails	17%	9%	6%	24%	22%	17%	16%	18%	16%	20%
There are no issues preventing me from being fully productive at work	15%	13%	21%	10%	15%	18%	20%	19%	15%	14%
Teammates whose skill levels are not suited for the job	15%	12%	16%	13%	9%	16%	15%	12%	16%	19%
Other	15%	16%	16%	18%	13%	17%	13%	14%	15%	17%
Inadequate training	14%	19%	14%	13%	6%	13%	13%	9%	15%	16%
Doing work beyond the scope of my job	13%	14%	14%	16%	11%	11%	13%	11%	12%	11%

Comments | *Methodology overview*

Survey respondents were asked the following open-ended item:

“You may choose to comment on one or more of the topics below.”



57,787 total comments provided on these topics in 2018

Note: Values above represent the percent of total comments that were provided for each topic

Next steps | Results roll out timeline

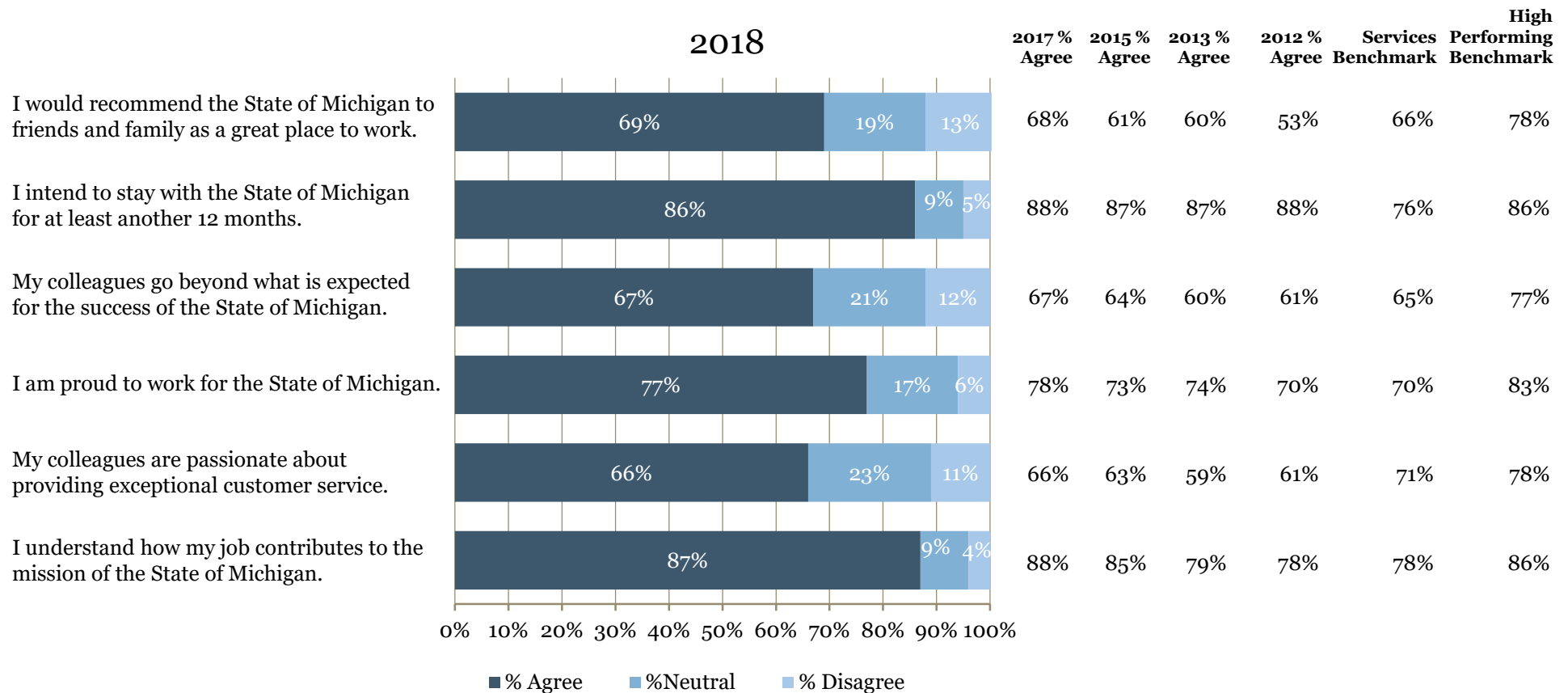


Appendix

Appendix

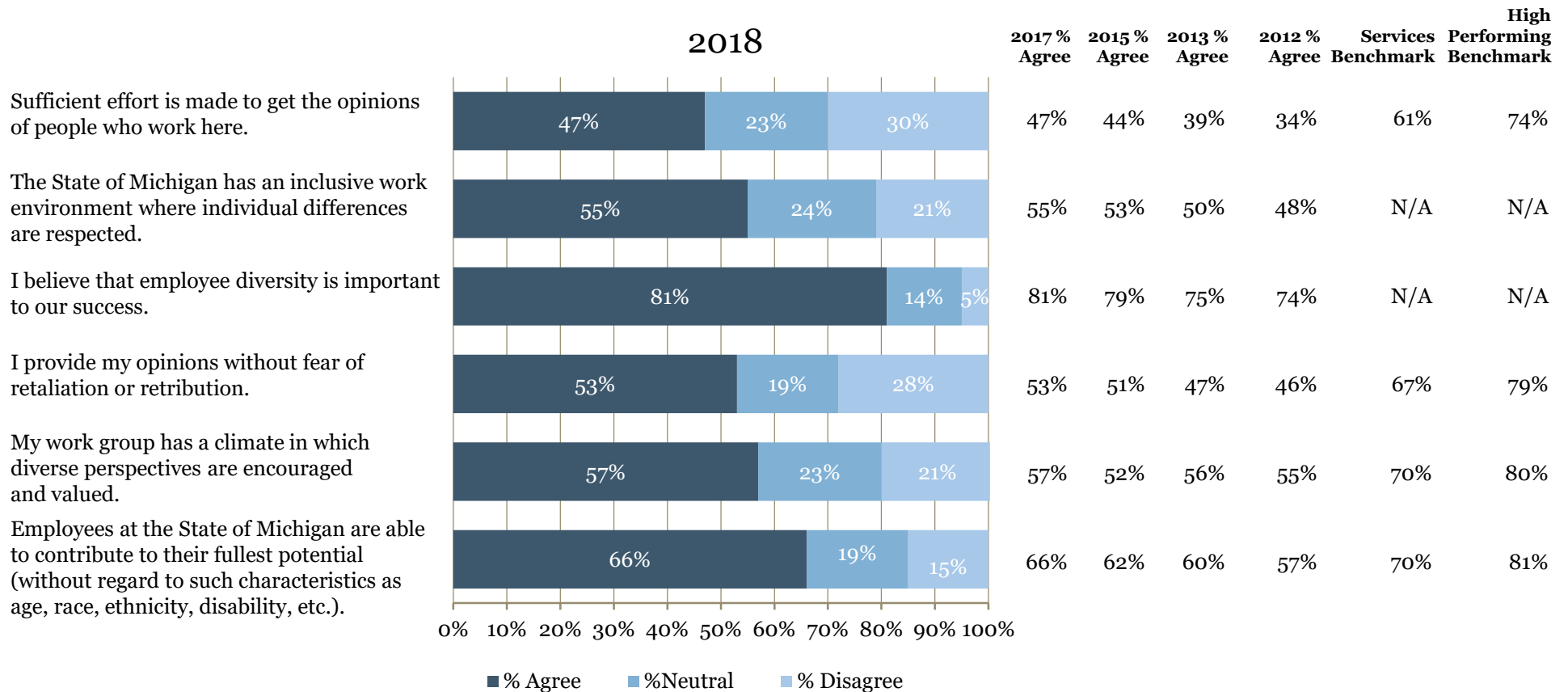
- Survey results by theme:
 - SoM Employee Engagement
 - Diversity & Inclusion
 - Department Communications
 - Department Leadership
 - My Immediate Supervisor
 - My Workgroup/Colleagues
 - My Job
- Long-term trends
- Intent to stay
- Response profile
- Heat map

Employee engagement



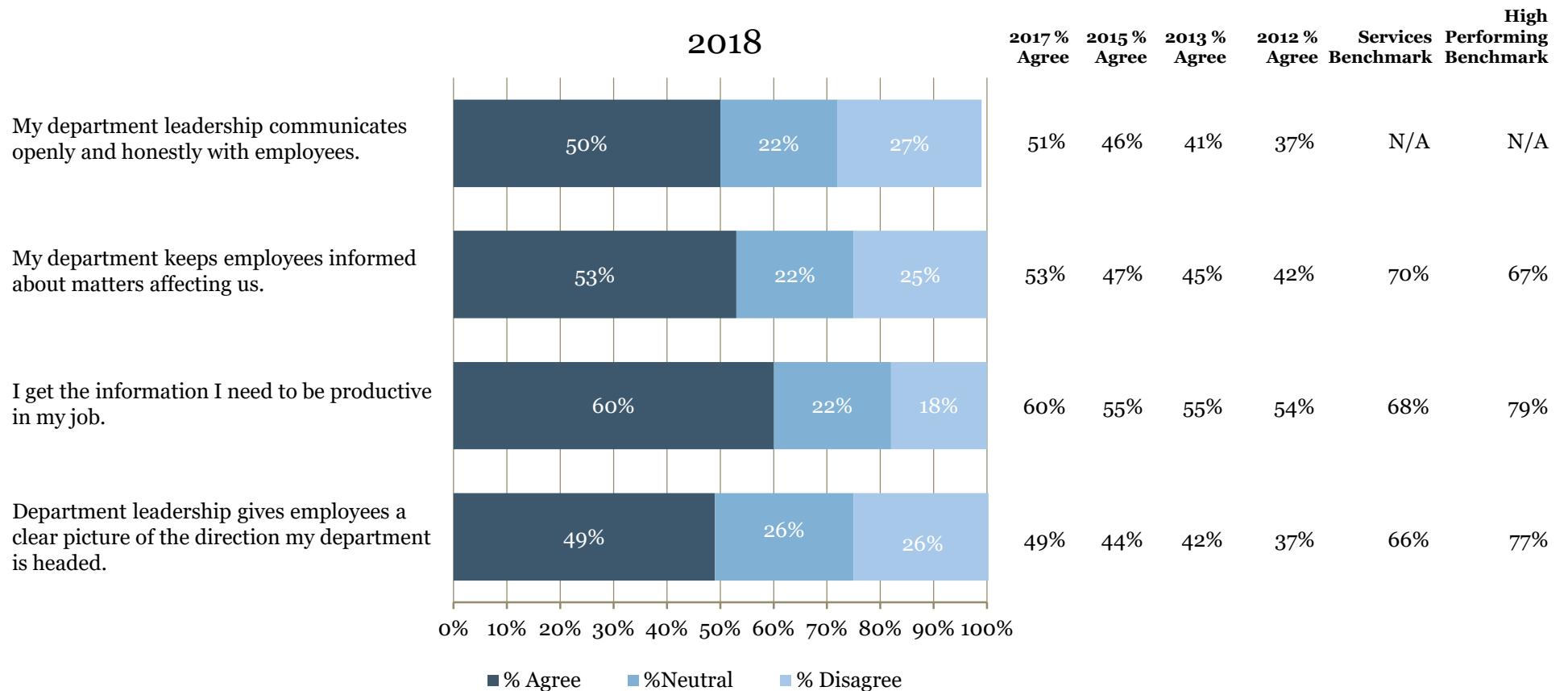
Note: Percentages may not equal 100% due to rounding.

Diversity and inclusion



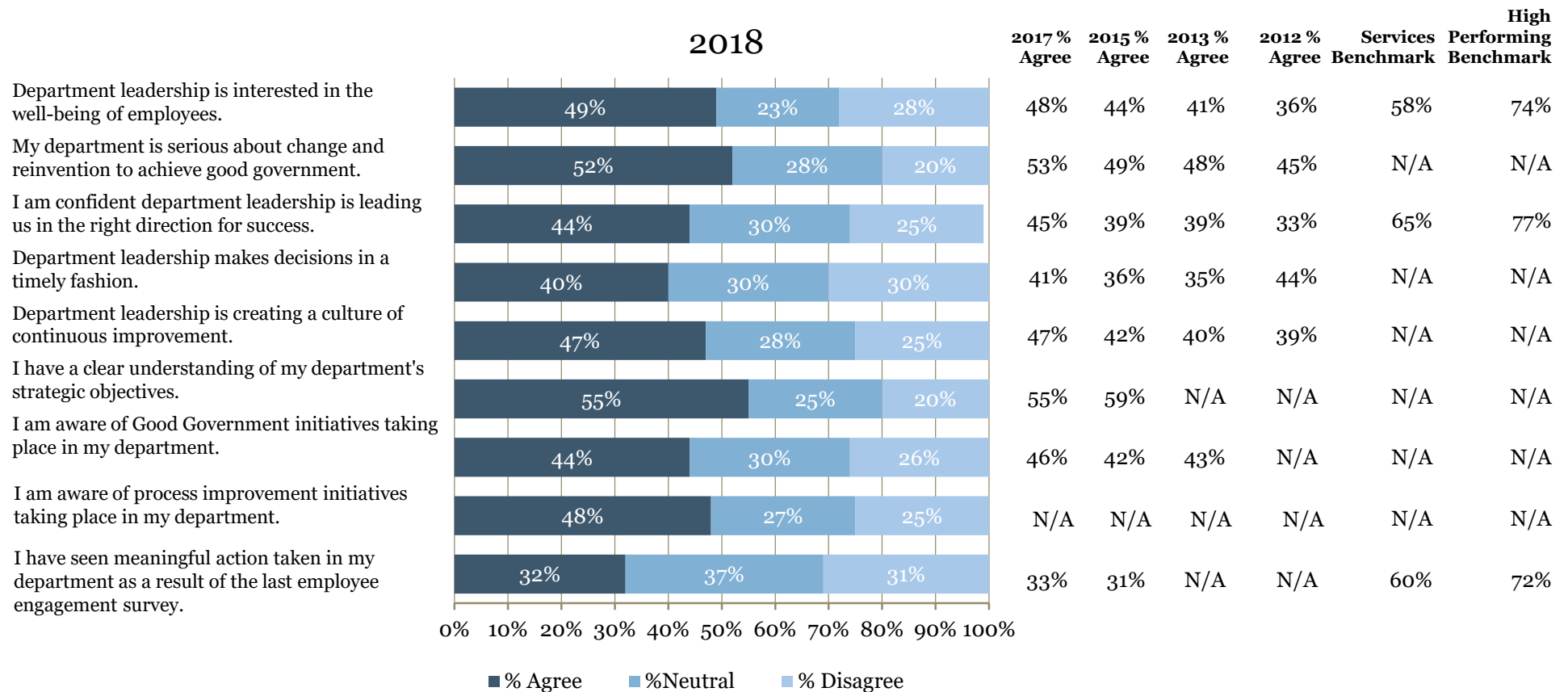
Note: Percentages may not equal 100% due to rounding.

Department communications



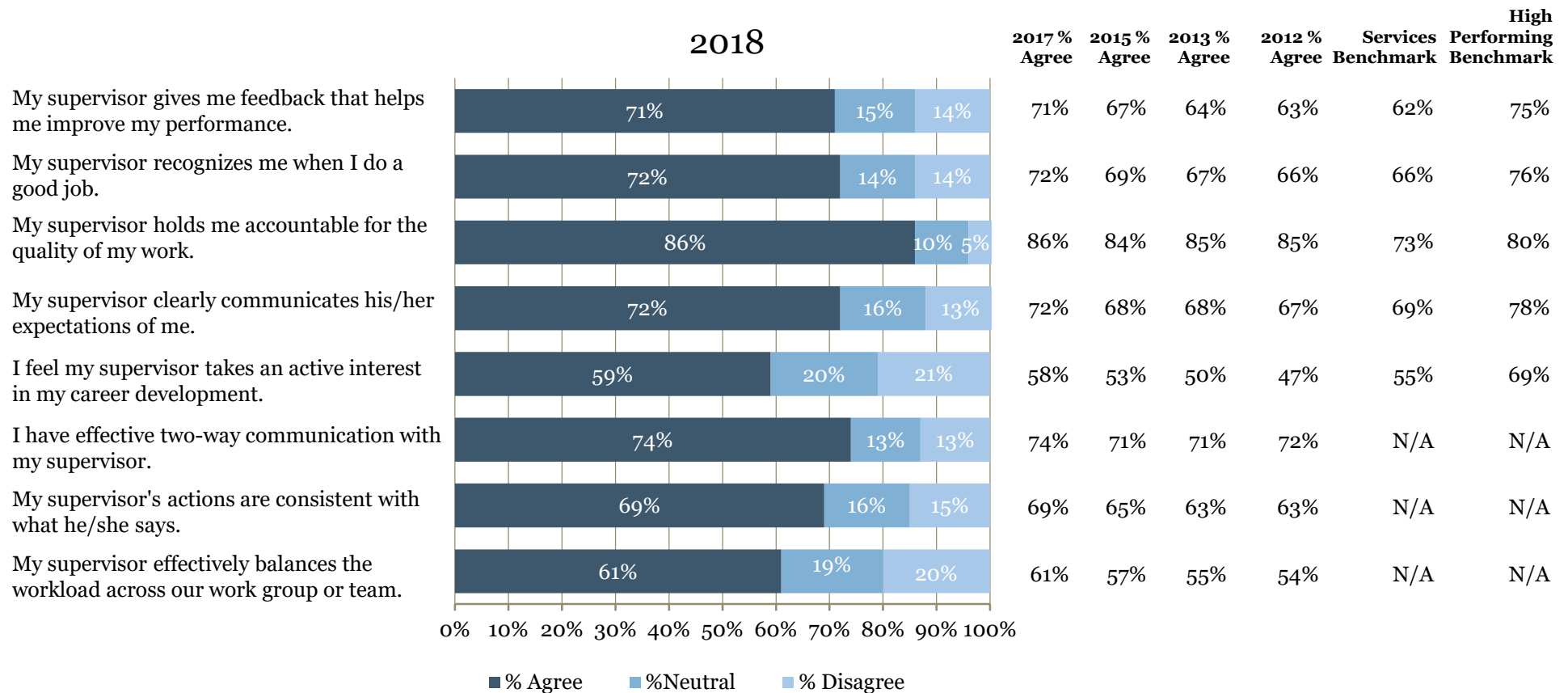
Note: Percentages may not equal 100% due to rounding.

Department leadership



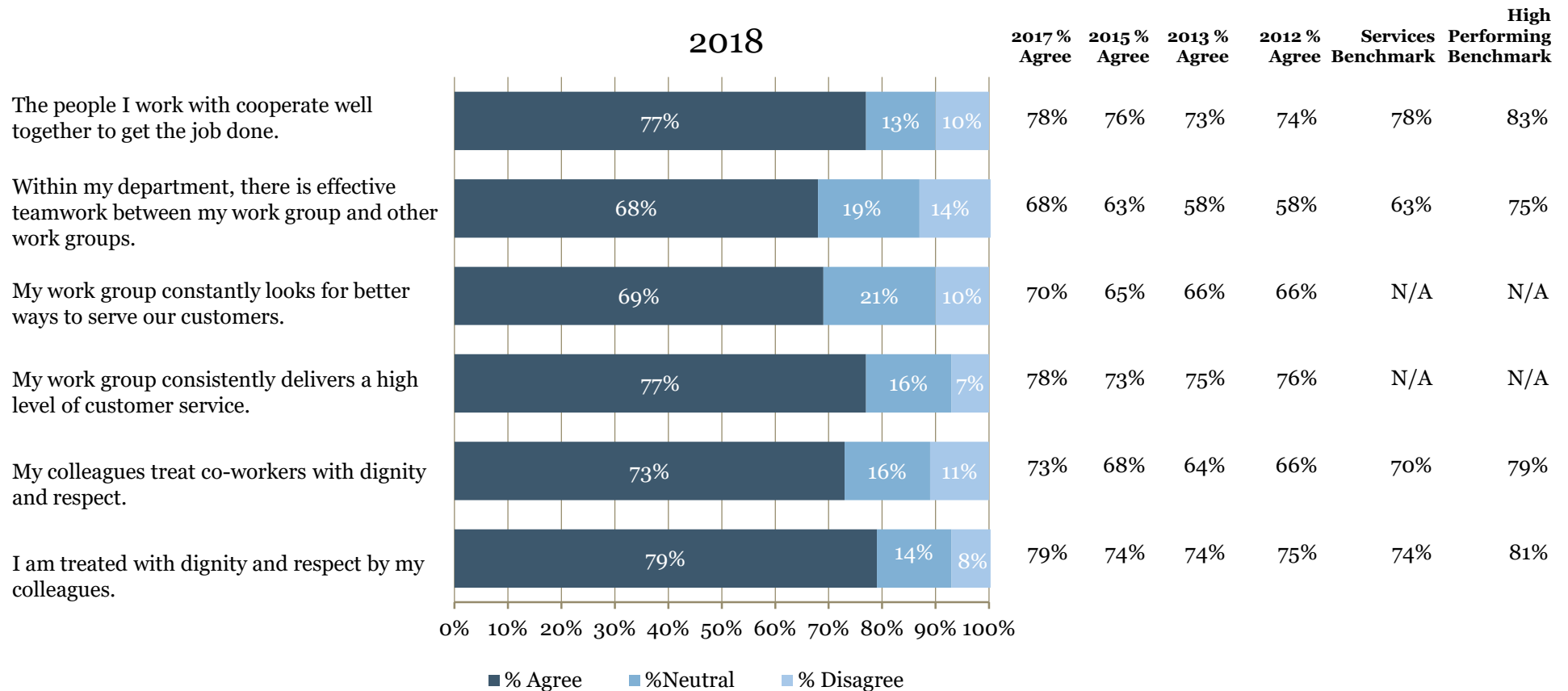
Note: Percentages may not equal 100% due to rounding.

My immediate supervisor



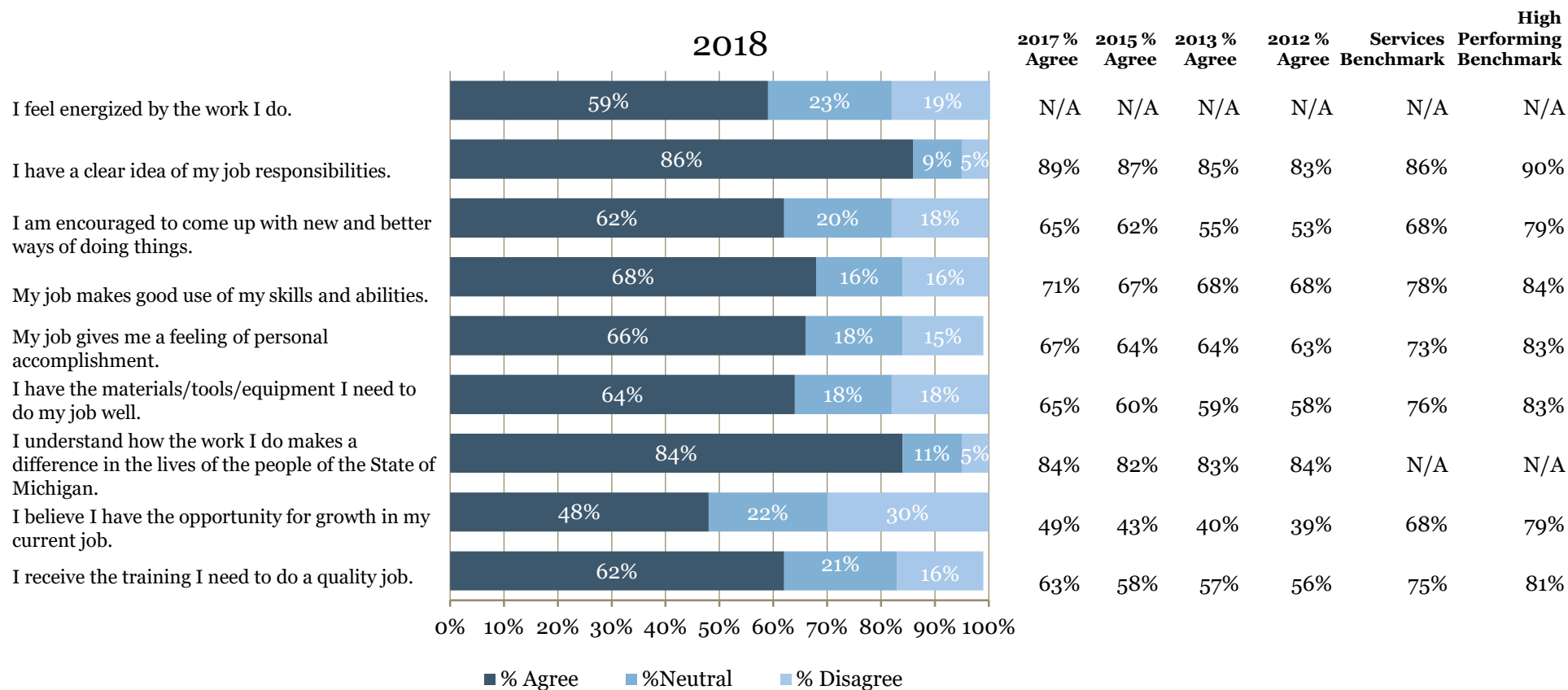
Note: Percentages may not equal 100% due to rounding.

My workgroup/colleagues



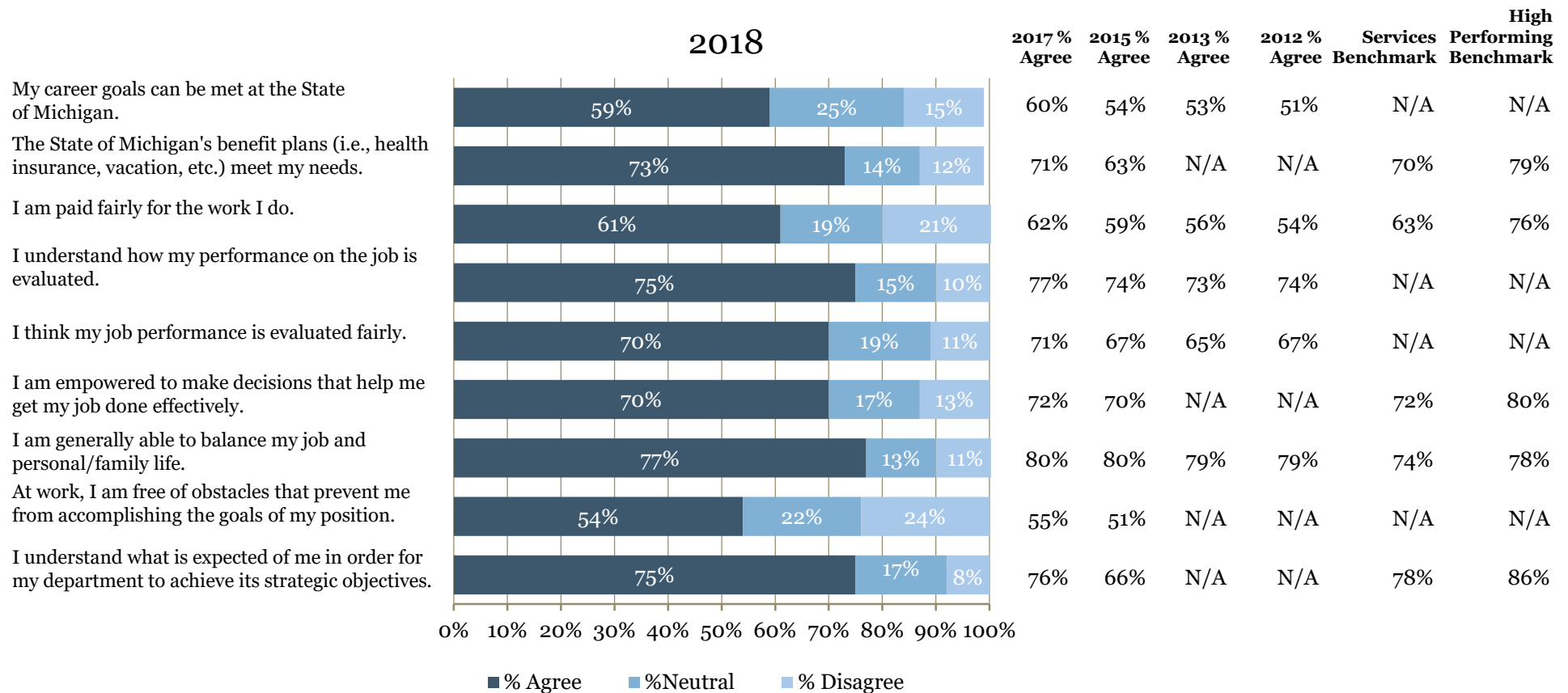
Note: Percentages may not equal 100% due to rounding.

My job



Note: Percentages may not equal 100% due to rounding.

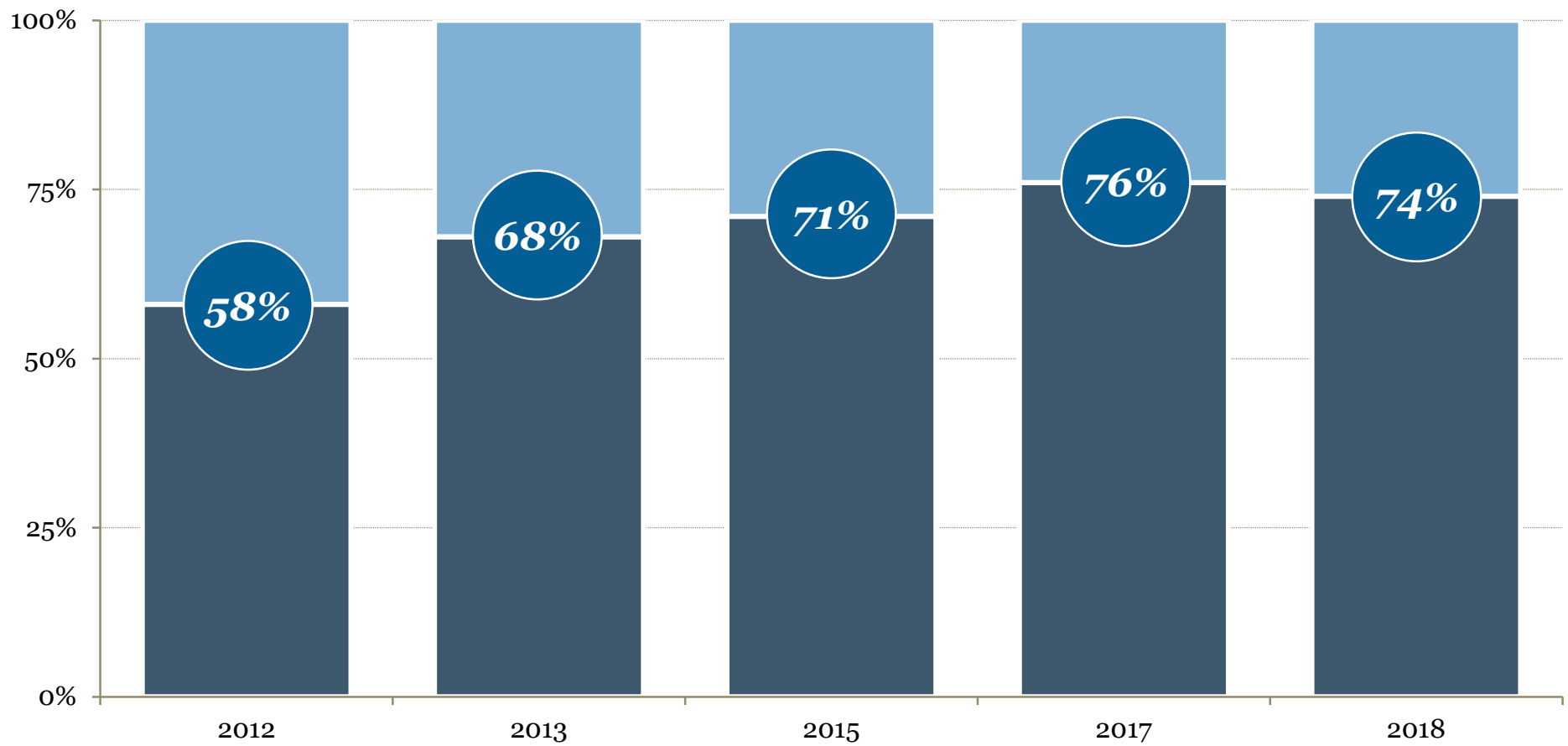
My job (continued)



Note: Percentages may not equal 100% due to rounding.

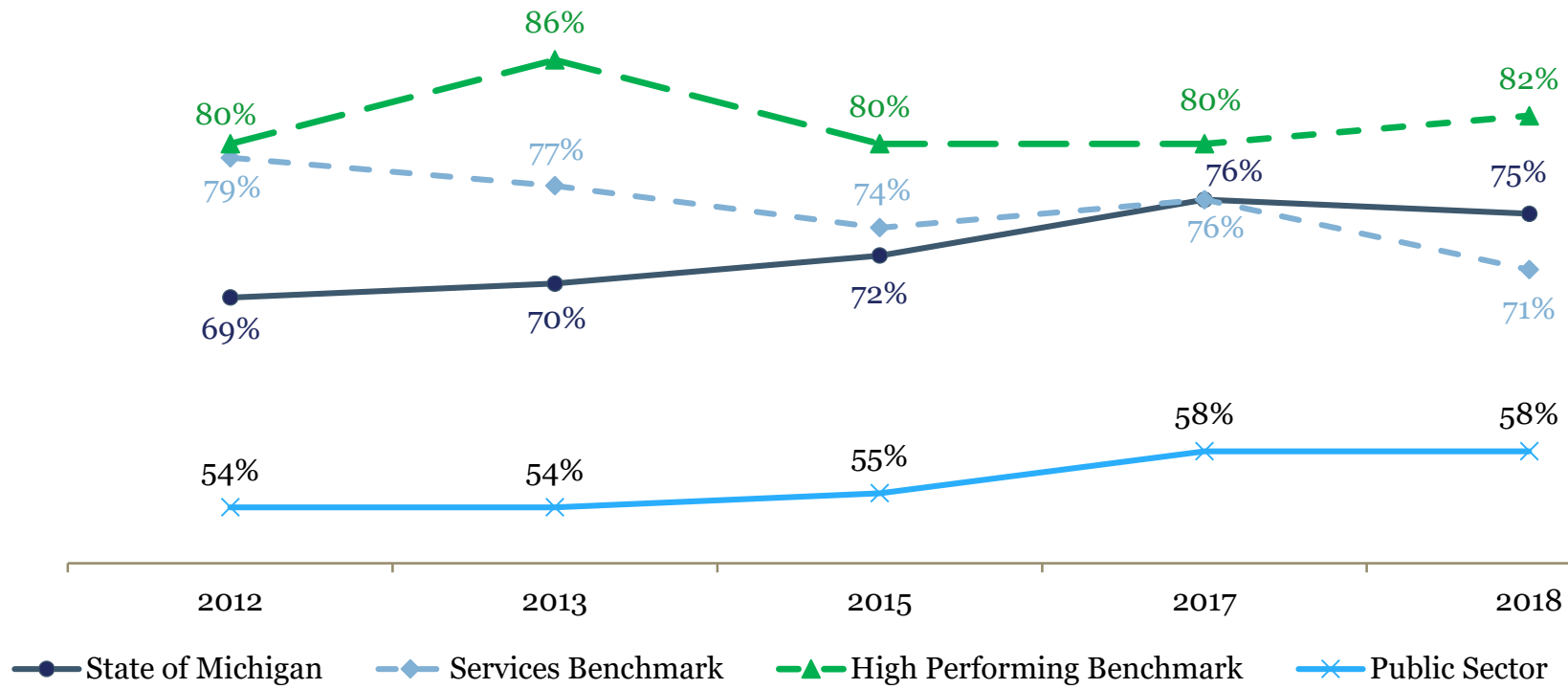
Long-term trends | *Response rates*

Response rates



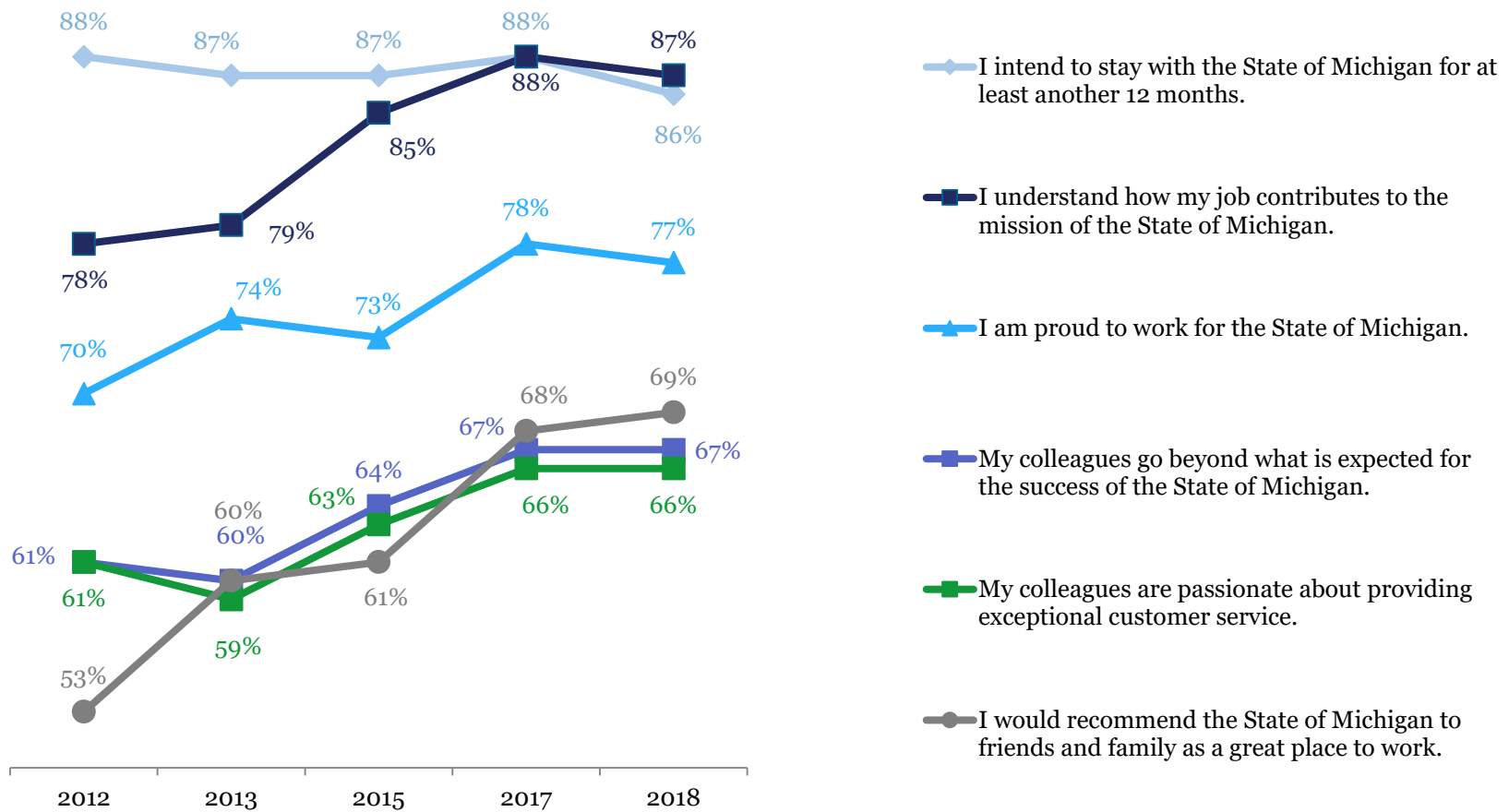
Long-term trends | *Engagement scores*

Engagement scores



Long-term trends | *Engagement scores by item*

Engagement scores – % Agree

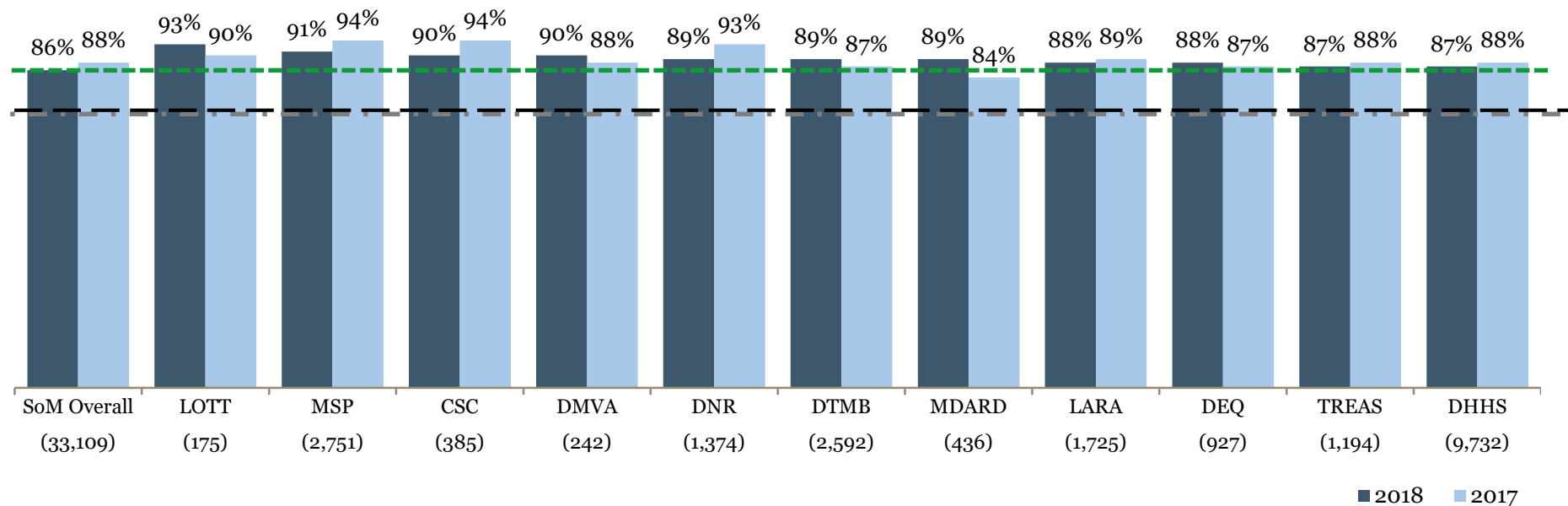


Long-term trends | *Employee landscape*

	Champions					Tenants					Disconnected					Captives				
	2018	2017	2015	2013	2012	2018	2017	2015	2013	2012	2018	2017	2015	2013	2012	2018	2017	2015	2013	2012
SoM	53%	54%	48%	42%	40%	4%	3%	3%	2%	2%	10%	9%	10%	11%	10%	33%	34%	39%	45%	48%
MSP	74%	78%	77%	68%	55%	4%	3%	2%	2%	3%	5%	4%	3%	4%	6%	18%	15%	17%	26%	37%
GOV	34%	76%	76%	66%	81%	57%	13%	13%	14%	5%	7%	4%	7%	12%	5%	2%	7%	3%	8%	8%
MGCB	68%	70%	69%	71%	59%	6%	7%	0%	2%	3%	7%	7%	12%	9%	13%	18%	17%	19%	18%	26%
CSC	70%	69%	62%	61%	53%	4%	3%	3%	2%	2%	6%	3%	7%	5%	7%	19%	25%	28%	32%	38%
DNR	63%	68%	63%	58%	54%	4%	3%	3%	3%	2%	7%	4%	6%	6%	6%	26%	25%	28%	33%	37%
LOTT	74%	67%	71%	61%	62%	5%	3%	3%	6%	3%	3%	7%	6%	7%	4%	19%	22%	21%	26%	31%
DIFS	61%	64%	56%	54%	N/A	6%	4%	4%	2%	N/A	9%	10%	10%	9%	N/A	24%	22%	31%	36%	N/A
DTMB	66%	64%	59%	52%	47%	4%	5%	4%	4%	3%	7%	8%	10%	10%	10%	23%	23%	27%	34%	40%
MDARD	67%	64%	61%	57%	56%	5%	5%	4%	3%	2%	6%	11%	10%	9%	6%	22%	20%	25%	31%	36%
LARA	62%	61%	49%	47%	51%	5%	4%	4%	3%	2%	7%	7%	12%	13%	8%	26%	28%	35%	38%	38%
MDE	58%	60%	61%	59%	53%	7%	6%	5%	5%	4%	11%	9%	9%	8%	12%	23%	25%	25%	27%	30%
DMVA	62%	56%	49%	43%	52%	3%	2%	2%	2%	2%	7%	10%	12%	13%	9%	28%	32%	37%	42%	37%
MDOT	55%	55%	51%	43%	43%	4%	5%	4%	3%	2%	10%	9%	10%	10%	10%	30%	31%	35%	44%	44%
TED	58%	54%	52%	48%	50%	6%	5%	5%	4%	3%	11%	11%	11%	11%	9%	25%	30%	32%	38%	38%
TREAS	54%	54%	49%	49%	43%	3%	3%	2%	2%	2%	9%	9%	8%	8%	8%	33%	35%	40%	41%	47%
DEQ	60%	53%	58%	48%	41%	4%	5%	3%	3%	2%	7%	9%	7%	9%	9%	28%	34%	32%	40%	48%
DHHS	51%	53%	44%	43%	42%	3%	3%	3%	2%	2%	10%	9%	12%	10%	10%	35%	35%	41%	45%	45%
MVAA	47%	52%	59%	53%	N/A	5%	5%	3%	2%	N/A	14%	15%	9%	10%	N/A	35%	28%	29%	35%	N/A
MDCR	50%	50%	36%	34%	49%	10%	1%	8%	7%	0%	11%	22%	28%	13%	15%	29%	26%	28%	45%	36%
TIA	54%	47%	46%	43%	49%	5%	4%	4%	3%	2%	12%	13%	11%	13%	9%	29%	36%	38%	42%	40%
MDOC	35%	38%	31%	21%	18%	2%	2%	1%	1%	1%	15%	11%	13%	15%	14%	48%	49%	55%	63%	68%

Consistent improvement in Champions over the five-year period

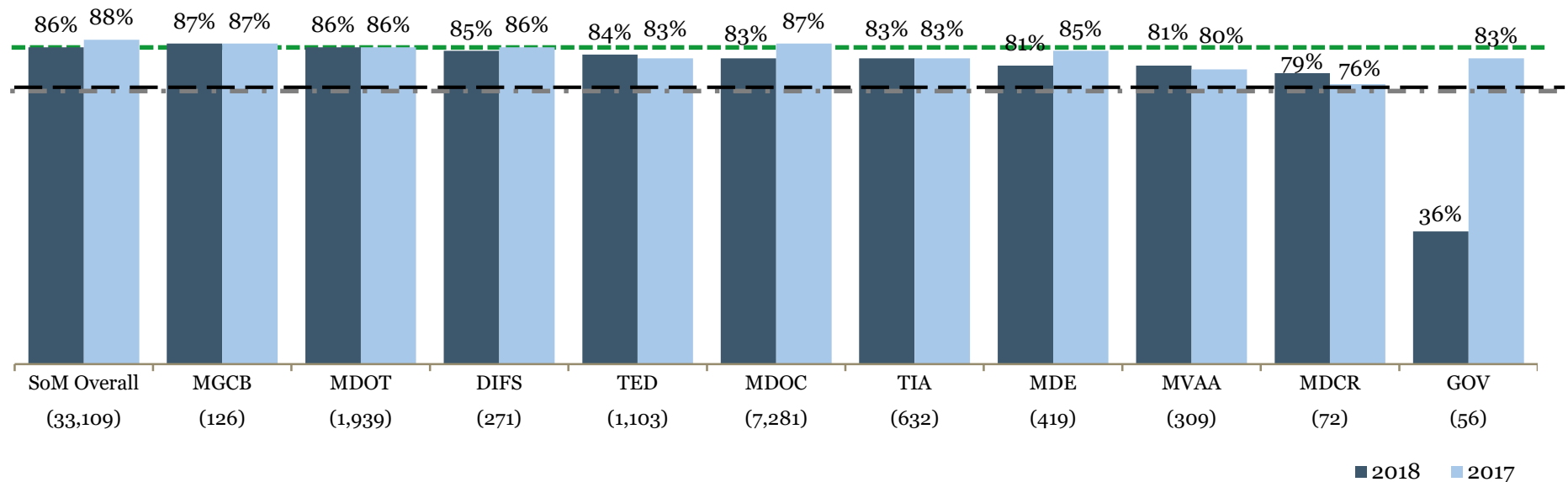
Results | *Intent to stay – Agencies*



The intent to stay score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree) for the question, “I intend to stay with the State of Michigan for at least another 12 months.” This measure is a leading indicator of turnover.

- High Performing Benchmark = 86%
- - - Services Benchmark = 76%
- Public Sector Benchmark = 77%

Results | *Intent to stay – Agencies (continued)*

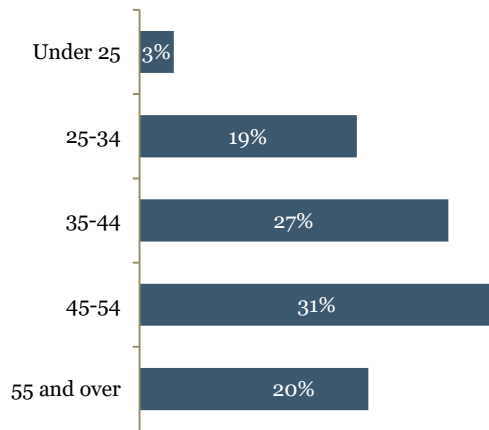


The intent to stay score is the percent of responses that are a 4 or 5 (Agree or Strongly Agree) for the question, “I intend to stay with the State of Michigan for at least another 12 months.” This measure is a leading indicator of turnover.

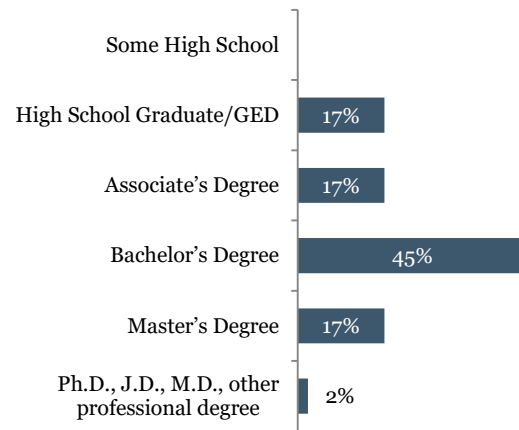
- High Performing Benchmark = 86%
- - Services Benchmark = 76%
- - - Public Sector Benchmark = 77%

Demographics | *Respondents*

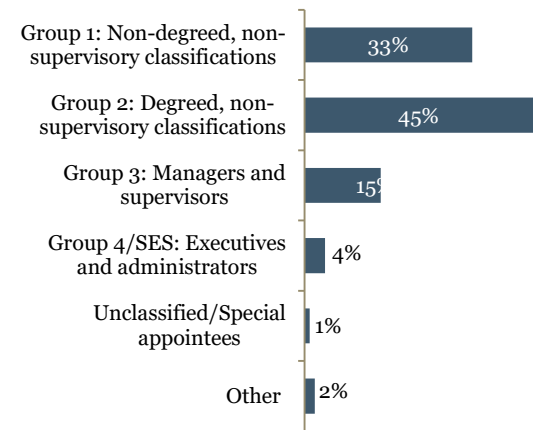
Age



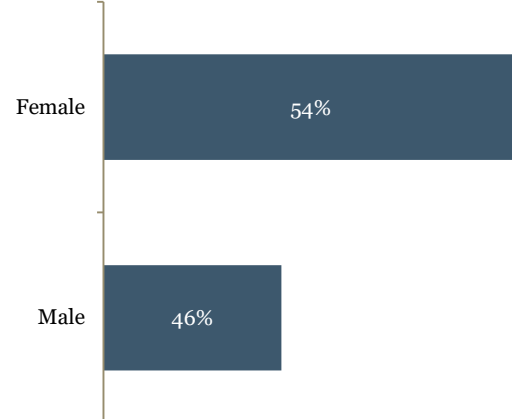
Education



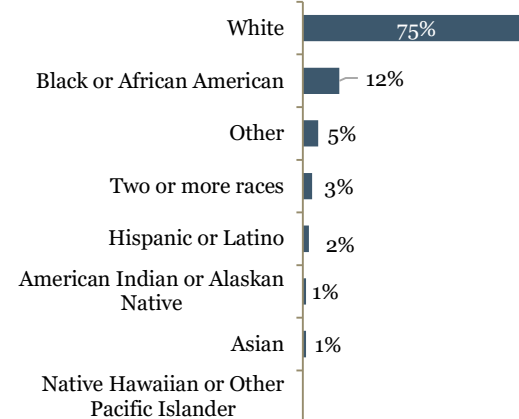
Employment Group



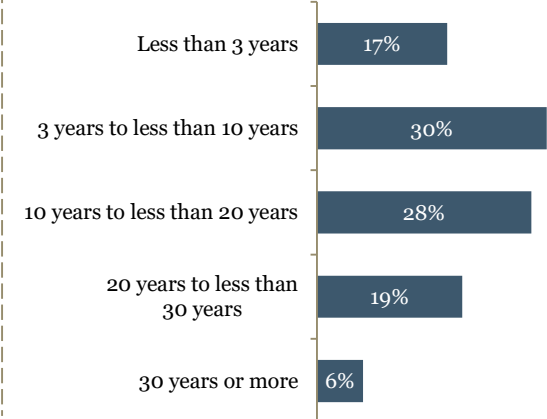
Gender



Race



Tenure



Response profile| *By demographic*

The response profile allows for comparisons between the response distributions for SoM and various demographic groups (e.g., Under 25, Females, etc.).

	Statewide demographics ¹		Survey responses	
State of Michigan Overall	49,534*		33,109	
Gender				
Female	26,229	53%	16,885	54%
Male	23,164	47%	14,212	46%
Age Range				
Under 25	2,931	6%	864	3%
25-34	9,222	19%	5,826	19%
35-44	12,130	25%	8,468	27%
45-54	14,437	29%	9,532	31%
55 and Over	10,673	22%	6,345	20%
Racial/Ethnic Group				
American Indian/Alaskan Native	528	1%	328	1%
Asian	825	2%	414	1%
Black or African American	8,602	17%	3,810	12%
Hispanic/Latino	448	3%	771	2%
Native Hawaiian or Other Pacific Islander	7	0%	34	0%
White	37,885	77%	23,364	75%
Two or more races	118	0%	1,010	3%
Other	n/a	n/a	1,536	5%

¹Source: CSC Annual Workforce Report, Third Quarter Fiscal Year 2018-19 (MEDC Corporate not represented in these counts)

*This number refers to the total number of employees invited to take the Employee Survey and is not from the CSC Annual Workforce Report

Note: Demographics were self-reported by survey respondents

Response profile| *By demographic*

	Statewide demographics ¹		Survey responses	
State of Michigan Overall	49,534[*]		33,109	
Total Length of Service with the State of Michigan				
Less than 3 years	11,570	23%	5,495	17%
3 years to less than 10 years	14,197	29%	9,791	30%
10 years to less than 20 years	12,473	25%	9,050	28%
20 years to less than 30 years	8,525	17%	6,118	19%
30 years or more	2,769	6%	1,877	6%
Employment Group				
Group 1: Non-degreed, non-supervisory classifications	25,364	51%	10,637	33%
Group 2: Degreed, non-supervisory classifications	17,042	34%	14,267	45%
Group 3: Managers and supervisors	4,909	10%	4,737	15%
Group 4/SES: Executives and administrators	2,010	4%	1,199	4%
Other	71	0%	790	2%
Unclassified/Special appointees	138	0%	179	1%

¹Source: CSC Annual Workforce Report, Third Quarter Fiscal Year 2018-19 (MEDC Corporate not represented in these counts)

*This number refers to the total number of employees invited to take the Employee Survey and is not from the CSC Annual Workforce Report

Note: Demographics were self-reported by survey respondents

Heat map | *Handout*

What is a Heat Map?

A Heat Map sorts average agree scores from high to low by each question and by each demographic segment. Agree scores represent the percent of participants who selected Agree or Strongly Agree as the answer to each question.

Purpose/objective of a Heat Map:

A Heat Map highlights high and low performance scores by key demographics and displays systemic and isolated issues. The Heat Map provides a consistent comparison of organizational strengths and vulnerabilities by selected demographic segments.

How to use a Heat Map:

- Systemic issues existent throughout the organization can be found in the bottommost rows.
- Isolated issues pertaining to specific demographic groups can be found in the rightmost columns.
- The bottom ninth of all scores overall are highlighted in red; the remaining bottom third of all scores overall are highlighted in yellow.
- Red cells represent very unfavorable scores; yellow cells represent unfavorable scores.
- The correlation is a measure of the relation between each survey item and the employee engagement index. The correlation can range from -1.00 to +1.00. Correlations greater than 0.45 are generally considered strong. Items with a stronger relationship/impact on engagement have a higher correlation coefficient. The higher the positive correlation, the greater the likelihood that an item and engagement will increase or decrease together. The strongest correlations are highlighted in green in the Heat Map.

How to read a heat map

State of Michigan legend

Very Unfavorable

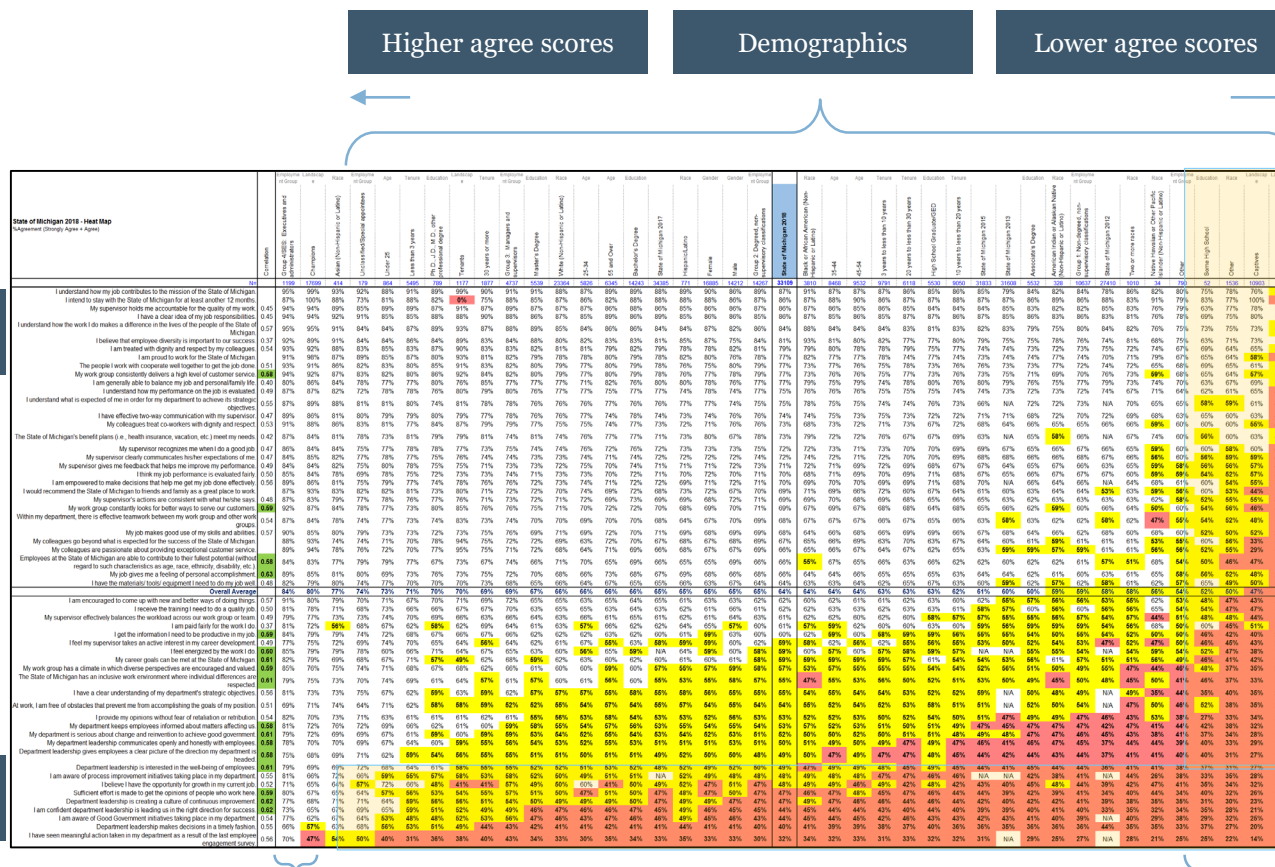
0%-47%

Unfavorable

48%-59%

Strong Correlation

0.58 & Above



Systemic issues

Isolated issues

Note: This heat map is for illustrative purposes only and is not readable within this report. A viewable heat map will be provided separately.

Contacts



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Michael Tosh

michael.tosh@pwc.com

T: 713.356.8440

Robert Tate

robert.tate@pwc.com

T: 408.817.5896

Elizabeth Conjar

elizabeth.conjar@pwc.com

T: 703.918.2802

Katherine Briceno

katherine.n.briceno@pwc.com

T: 703.918.2619